



International Service for National Agricultural Research



Medium Term Plan 2001 - 2003

April 2000

Institutions Matter



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ISNAR Medium Term Plan
2001 – 2003

April 2000

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Section 1: Strategic Overview

Institutions matter

From the last millennium we have inherited the global ambition of food security, escape from poverty for all, and a world where sustainable food production is a reality. As societies change, new tools, many of which may at first seem to have little to do with agriculture, are becoming available to help fulfill this ambition. The steady growth of democratic influences in societies is evident, as are successes in ensuring more equitable gender balance in many walks of life. Minorities now have a stronger voice, and we are able to offer healthcare to more. There are more and better schools, and new wealth has been created through new technologies, taking many of the poor out of poverty.

Still, nearly 800 million people remain food insecure, close to two billion are below recognized poverty lines, and many production systems remain unsustainable. Much of this has to do with agriculture, and in the developing world rural people are often the most vulnerable group. Sometimes they are not assisted but marginalized by the forces of development, and are often without the knowledge and incentives to create the surplus that could potentially bring relief and progress to both themselves and the urban poor.

The informal institutions that ensured knowledge was generated and preserved in traditional societies have often been eroded, and in the wake of liberalization and privatization many of those created earlier to foster innovation in agriculture and rural life have come under threat. They are replaced not by more creative and dynamic institutions, but by nothing. Unlike richer groups, the poor often do not have the insights and purchasing power to gain access to innovation, and in a society aiming to better life for all, they tend to become further marginalized. Public institutions play a critical role in providing homes for the knowledge that is needed for and produced by innovation, and in ensuring that the poor have access to this knowledge. Innovation can only thrive in supportive structures, in turn supported by relevant policies.

ISNAR's Medium Term Plan 2001–2003 is based on the premise that institutions matter, and they matter most for the poor. ISNAR is one of the very few organizations that supports developing-country agricultural institutions in becoming better prepared to confront the changes ahead. Rapid advances are being made in “new” sciences such as biotechnology and communication technology, and much progress has been made in the more established agricultural sciences. Together with our awareness of and ability to tap into traditional wisdom, this means that much more knowledge is becoming available to help the poor become more food secure, and in a more sustainable manner. In our quest for frontier science to become relevant for the poor in liberalized and globalized economies, we are challenged to ensure that this knowledge is anchored in strong institutions in developing countries.

The modernization of existing public agricultural research structures is vitally important to make them more responsive, efficient, targeted, and democratic. New interfaces between agricultural research institutes and other academic environments, including universities, can help eliminate ivory-tower tendencies in countries that need applied knowledge. The involvement of nongovernmental organizations and farmers' associations can also yield significant benefits. The private sector often has resources and skills from which not only farmers with strong purchasing power can benefit, but that, if suitably packaged, can be of equal relevance to poor smallholders.

ISNAR has a strong mandate to ensure that old and new knowledge has homes in developing countries and that innovation can occur for developing-country agriculture. As science progresses and needs remain in the national agricultural research systems (NARS) of the developing world, the CGIAR must also respond by focusing on the viability and efficiency of developing-country agricultural research mechanisms.

For much of its 20-year history, ISNAR has concentrated on increasing the efficiency and the effectiveness of “*role-oriented* institutions,” such as national agricultural research organizations

(NAROs), universities, and extension systems, in establishing and meeting their goals. ISNAR assists these organizations and institutions in improving their planning, organization, and management to perform their functions. However, both their roles and their success in performing these roles are increasingly determined by scientific, economic, and political forces that lie outside the agricultural sector and often beyond national boundaries. Many of these forces are mediated by “rule-oriented institutions” that establish the way transactions take place. Such institutions may be formal—such as the World Trade Organization (WTO) and regional trade agreements—and regulate the way that products, technologies, and intellectual property flow to developing countries. They may also be informal, like customs and behavior that facilitate exchange.

The nature of innovation processes, the role of public-sector institutions (such as the CGIAR), and the locations where research is executed are all changing rapidly. ISNAR has an important role in generating new understanding of how rule-oriented institutions impact on NARS. It has an equally important role in ensuring that NARS have access to and use such information in their research planning and priority setting. The adjustments in this Medium Term Plan reflect this work with role- and rule-oriented institutions. The adjustments also aim at placing ISNAR more centrally in the innovation process, to concentrate more on the themes that are considered to be most critical to organizational efficiency and organizational change, and to develop new methodologies on which we can base our assistance to developing-country agricultural research.

ISNAR is painfully aware that many of the organizational structures in which agricultural research functions in developing countries are no longer in tune with general developments in society. The rejuvenation of these structures must originate in the developing countries themselves, otherwise no true ownership can be expected. ISNAR can, however, facilitate the process, and as an international institution it can make global knowledge available at national level. The MTP 2001–2003 also reflects this shift in emphasis.

The MTP 2001–2003 says firmly that innovation must have structures to thrive, that knowledge must have homes, and that institutions matter, and most for the poor.

ISNAR and the CGIAR goals

The overarching goal of the CGIAR is formally expressed as follows:

To contribute to food security and poverty eradication in developing countries through research, partnerships, capacity building and policy support, promoting sustainable agricultural development based on the environmentally sound management of natural resources.

The CGIAR activities are primarily financed from overseas development funds, and secondly by development funds of developing countries themselves. The current trend in overseas assistance reflects a strong political desire to contribute to efforts to reduce poverty and ultimately eradicate poverty. The current discussion of the future of the CGIAR highlights the primacy of the Group’s goal of reducing poverty. The challenge to ISNAR—and many other research institutions—is to select those activities for its own research and assistance agenda that simultaneously support the poverty-reduction ambitions of the rich donors and the frequently broader development agendas of the developing countries themselves. These broader agendas often contain elements of creating more competitive agriculture, promote cash crops and export crops—sometimes for luxury markets.

Unlike other CGIAR institutes ISNAR must work with NARS on both sets of agendas to be relevant. ISNAR respects this, as we believe all donors to the CGIAR should. The implication of this for ISNAR is that “enhancing the performance of research in developing countries” involves helping NARS to develop the information, tools, and human and institutional capacity to address nationally derived goals for economic growth as well as issues of poverty reduction and sustainable food security in a way that protects the environment.

In partnership with national partners and stakeholders, and most often based on national partner agendas, ISNAR carries out research and provides services in the areas of agricultural research policy, organization, and management. ISNAR's "niche" in the global research system is based on the integration of its activities in service, knowledge generation, information, and capacity building as they relate to the effectiveness of research in developing countries. Within the CGIAR it is the center with a unique vocation for innovations in and support to institutional development. Most importantly it gives developing countries, often handicapped in their access to global information, an efficient and friendly eye to state-of-the art global knowledge, and it offers an opportunity for developing countries to share their own knowledge and experience with others more efficiently.

ISNAR seeks strategic allies in industrialized and developing countries alike, both in the public and nonpublic sectors, to share its philosophy, bring forth improved policy and management approaches in developing countries, and contribute to creating international public goods for developing-country agriculture and beyond. Increasingly such allies may have their origin outside the agricultural sector.

ISNAR as a knowledge organization

ISNAR maintains a balance between activities that (1) prepare itself and NARS to meet emerging challenges and (2) respond to the urgent and present needs of NARS and their policymakers.

ISNAR's strategy¹ describes three **strategic objectives** that relate to the knowledge-generating, NARS-strengthening, and information outputs of the CGIAR:

- enhance the capacity of national agricultural research organizations and systems to respond effectively to their clients' needs and to emerging challenges
- expand global knowledge on agricultural research policy, organization, and management
- improve NARS access to this knowledge

The Strategy gives focus to ISNAR's work through four **strategic thrusts**:

- globalization and its implications for agricultural research
- governance and the management of institutional change
- new technologies for agricultural research
- agriculture and the environment

ISNAR's thrusts address four challenges facing agricultural research, each of which draws on the mix of professional skills, disciplines, and experience that ISNAR possesses or can access through its partnerships.

MTP 2001–2003: Sharpening the focus on institutions and issues

In its MTP 2000–2002, ISNAR indicated that it would, in future, consolidate its MTP into fewer projects by converging some of its work previously carried out in separate projects and completing some of the planned activities. Changing environments for ISNAR's clients require critical annual reviews of ISNAR's own approaches and priorities. And changing environments for ISNAR itself in 1999 and 2000 (and possibly beyond into 2001) have guided ISNAR in somewhat different directions than outlined in MTP 2000–2002.

In the course of 2000 ISNAR will embark on a revision of its strategy, originally prepared in 1997, to ensure that the institution captures new development paradigms that are emerging, particularly in relation to institutional innovations in agricultural research. A new strategy must also reflect possible upcoming changes in the CGIAR itself. As such changes become apparent in 2000 and 2001, ISNAR

¹ ISNAR. 1997. "When NARS Retool: Strengthening agricultural research institutions to meet 21st Century challenges."

must strongly defend the need for international institutions to also produce international public goods in the field of institutional change. While there are indeed independent consultants that can ably assist developing-country institutions on ad hoc basis for well-specified tasks, ISNAR is one of the very few global institutions that puts institutional change in agricultural research in the global context, draws on global experience, and produces international public goods available for all countries.

As the CGIAR reorganizes itself, ISNAR's mandate should be strengthened regardless of internal CGIAR structures. All agricultural knowledge, whether on commodities, farming systems, or agroecological regions, must find good homes in developing countries in order to bring about the innovations, the food security, the sustainable production systems, and the improved welfare and standing of poor people. ISNAR's MTP 2001–2003 rethinks and refocuses ISNAR's projected activities in the light of both emerging new paradigms for research institutions and possible changes in the CGIAR system.

The MTP 2001–2003 is also influenced by greater than usual financing constraints. In spite of the strong emphasis on institutional issues in the 3rd External System Review of the CGIAR, and repeated calls by developing countries for ISNAR's assistance to subregional organizations and NARS, this MTP has to relate realistically to a significantly reduced assured funding scenario. The sudden inability of two key donors to provide stable and predictable funding for the already agreed ISNAR agenda in 1999 and 2000 has contributed to the decision of ISNAR's Board of Trustees and Management to reconsider and refocus the programs of work already in 2000. As a result, this MTP will concentrate on the critical elements of ISNAR's work supporting its near and medium-term research-based services to NARS. By doing so, ISNAR deliberately and regrettably also foregoes certain activities that serve both the scientific community and NARS. In this adjustment even services benefiting the poorest countries are affected.

By focusing on 12 essential projects in its work plan for 2000 and in this MTP 2001–2003, ISNAR presents a consistent and directed research and service portfolio for the period ahead. The topics chosen will also allow ISNAR to expand its activities on current and topical issues should the funding situation be normalized within the planning period. The revised portfolio of 12 projects, versus 18 projects in the MTP 2000–2002, represents a focusing of ISNAR's work within its current strategy and thrusts as well as a repositioning for the future.

Section 2: Highlights in 1999 and Refocusing Program in 2000

ISNAR broadly maintained its CGIAR-agreed activity level in 1999. It achieved this financially by drawing on its reserves to prefinance an expected major contribution from the European Union. The late, large, and unexpected failure of the EU to commit to the CGIAR virtually eliminated ISNAR's reserves. The new funding realities, at about 15% lower level than initially expected, including other withdrawals from CGIAR and therefore also ISNAR funding, have added to the need for a significantly revised work program for 2000. CGIAR members must note that in order to keep ISNAR economically viable, ISNAR's Board and Management have made significant changes in early 2000 in the already agreed agenda in MTP 2000–2002. Strategic choices have been made by eliminating entire projects and, within projects to be retained, eliminating some highly desirable activities.

The highlights for 1999 and the refocusing of programs in 2000 are summarized in table 1 "Medium Term Plan Outputs 1999 and Expectations for 2000" on the following pages.

Table 1. Medium Term Plan Outputs 1999 and Expectations for 2000

MTP proj. no. and title	Outputs in 1999	Expectations for 2000
1. Globalization and emerging policy issues	In its first full year of operation the project completed a literature review, carried out a pilot survey and detailed country studies of NARS' responses to globalization, organized an expert consultation on globalization (with support from the UK Department for International Development – DFID), and prepared several collaborative activities for submission to donors. A paper, "Targeting Agricultural R&D for Poverty Reduction," was presented in a CIAT workshop in San Jose, Costa Rica.	The results of the pilot survey, country studies, and expert consultation will be published. In addition, a survey of NARS institutions on globalization issues is planned in over 15 countries. Support is sought for seven research proposals: 1) impact of globalization on the poor and research targeting for poverty reduction; 2) evolution of the seed sector as a result of globalization; 3) the role of public-sector research in promoting exports; 4) impact of intellectual property rights (IPR) on the research strategies and priorities of the CGIAR; 5) impact of IPR and emerging trade rules under WTO on research strategies and priorities; 6) acquisition of technology through purchased inputs and technology contracts; and 7) priorities for regional collaboration and conditions for successful management of regional programs.
2. Agricultural science and technology indicators	All of the statistical briefs have been prepared for posting on ISNAR's Website. The agricultural science and technology indicators database was strengthened through the partially completed regional review in Latin America. This work is carried out in association with IFPRI. A framework for the study of acquiring technology through trade in intellectual property was developed. A paper on agricultural productivity in sub-Saharan Africa was prepared for an AAEA meeting. Two chapters were coauthored in "Paying for Agricultural Productivity" (Johns Hopkins University Press).	The project team will complete a series of country reports on sub-Saharan Africa and collaborative reports with IFPRI on Latin America. It will assist in completing studies of NARS in transition in Central Asia and the Caucasus. Pending donor funding the team will continue to maintain and improve the database and conduct further regional policy reviews. In agreement with IFPRI the project will be closed in the second half of 2000 in the absence of donor funding.
3. Public-private partnerships	The project produced six research reports emanating from the first phase of the project, entitled "Integrating Agroindustrial and Environmental Demands in Agricultural Research." It also published the proceedings of an international seminar held in November 1998. A follow-up workshop in Mexico was held to support the development of regional systems. A proposal for a second phase was submitted to the German Federal Ministry of Economic Cooperation (BMZ) but was not included in the 1999 awards. It is eligible for resubmission with modifications.	To bring the project to conclusion, pending new funding, the project manager will produce a briefing paper and report of the first phase. Funding will be sought for a consolidation workshop. A revised proposal for a major three-year project entitled "Public-Private Partnerships" has been submitted for competitive funding from Germany. In the absence of donor funding the project will be closed towards the end of 2000.
4. Governance: Assessing alternative governance models	The project produced one discussion paper outlining the framework for ISNAR's work on governance. Staff participated in a review of governance of the Sri Lankan research system, for which a report was prepared. Significant time went into a successful proposal submitted to the Asian Development Bank on performance-based management systems. Work continued on organizational performance assessment. Advisory work in Uganda has resulted in several recommendations on empowering stakeholders.	The workshop planned for 1999 was moved to 2000 due to conflicting schedules. Study of alternative governance approaches will be developed into a research management guideline. On the service front, major efforts will go into a project funded by the Asian Development Bank on governance and performance-based management systems with field work in four countries. Further insights will come from ISNAR's support to restructuring of research in Vietnam in collaboration with FAO, and our activities in Mozambique, funded by DANIDA and the World Bank.

Table 1. Medium Term Plan Outputs 1999 and Expectations for 2000

MTP proj. no. and title	Outputs in 1999	Expectations for 2000
5. Institutional innovation	Significant outputs include sensitization of almost 900 managers and planners in Latin America to strategic management of institutional change. In addition, 71 trainers/facilitators have been prepared and 121 managers trained in strategic management. Follow-up activities in four pilot cases are provided in signed MOUs covering institutionalization of improved practices. Work in Latin American and the Caribbean will be complemented by new work in Asia under an Asian Development Bank-funded project. (See project 4.)	With continued support from the Swiss Development Corporation and core resources the Strategic Management of Institutional Change ("New Paradigm") project is able to carry out most of its workplan. The Netherlands provided new support for Latin American activities in 2000. A major portion of the Asian Development Bank-supported project on performance-based management contributes to institutional innovation in Indonesia, Sri Lanka, Pakistan, and Vietnam.
6. Impact evaluation	The project completed work-in-progress from the planning, monitoring, and evaluation project in Latin America. Six case study reports were published. Several NARS are applying the lessons. A special edition on evaluation in developing countries of the journal <i>Knowledge, Technology, and Policy</i> was produced. Work on methodological guidelines for assessing organizational capacity and institutional impact continued. Proposals for broadening the research on evaluation of capacity development were developed.	Work on assessment of capacity building is methodologically interesting to the CGIAR and will achieve new supported by donors and technical partners (IDRC, IFAD, CTA, ACIAR and GTZ). A proposal for an associate expert has been submitted to Sweden. Methodological work will result in published guidelines and training materials.
7. Managing biotechnology and intellectual property	IBS continued to maintain its biotechnology indicators, run regular regional courses, and provide advisory service selectively to NARS. A major publication on management of biotechnology research was published in collaboration with CABI. A proposal for a Central Advisory Service on Intellectual Property and Proprietary Science to commence operation in 2000 was approved by the Finance Committee.	IBS will continue to run its regional courses as a project flagship. As resources permit, IBS will satisfy requests for advisory service and training at the national level. The project receives support from Switzerland, the Netherlands, and Japan. The Central Advisory Service on Intellectual Property and Proprietary Science (CAS), funded by the CGIAR Finance Committee, has begun full operation as a service to the CGIAR.
8. Information and communication technologies service	Two workshops, funded by the Government of Japan, were held in Bangkok and Kuala Lumpur. Continued efforts to develop a project to support an information strategy in China (CAAS). ISNAR has assisted the regional organization, APAARI, in electronic networking and developing a Website for APAARI. In crossprogram work, contributions were made to a draft book on information systems (see project 11).	Recruitment of an information officer is completed. One final workshop in Asia will be held under a current project funded by the Government of Japan. Future support for information activities is under discussion beyond 2000.
9. Agricultural research and the environment	There have been further development and publications on (1) planning and priority setting in NRM research (briefing paper and training module) and (2) organization of participatory research and ecoregional R&D programs. NARS and international researchers are increasingly using an evolutionary framework for assessing the impact of participatory research. A proposal on horizontal links among health, environment, and agricultural sectors was prepared for submission to donors.	A workshop, "Deepening the basis of rural research management," was held in February 2000. The workshop examined new R&D approaches to supporting farmers' decision making in resource systems that undergo rapid change. One short-term study will be carried out. Activities regarding the organization of participatory research will be completed and others will be put on hold. Effort will be put on developing support for future work on the agriculture-health interface, particularly for the need of agricultural research agendas in Africa to reflect the impact of the AIDS pandemic on agricultural production systems and agricultural knowledge chains.

Table 1. Medium Term Plan Outputs 1999 and Expectations for 2000

MTP proj. no. and title	Outputs in 1999	Expectations for 2000
10. Improving tools for research policy	This project has helped maintain core competencies in research policy and system design issues. Outputs include: (1) draft of a source book on planning, including a chapter on guidelines on formulating research policy, (2) research report on the analytical hierarchy approach for priority setting, (3) research report on linkages with farmers and farmers' organizations, (4) draft of a research management guideline on research-university linkages, and (5) discussion paper on alternative views on systems of generating agricultural knowledge.	Externally reviewed documents dealing with research linkages with farmers and universities will be finalized. Although this project will be discontinued, selected policy issues related to globalization will be addressed under MTP project no. 1 (Globalization). A briefing paper on policy and NARS instability, reviewed in 1999, will be published. The sourcebook "Planning in Agricultural Research" will be published.
11. Integrated project-based agricultural research management systems	ISNAR's integrated management information system INFORM-R has been made available for downloading from ISNAR's Website. A distance learning package was developed. In a distance learning mode, participants have begun implementation. Agreements were held with NWO, a Dutch research foundation, to share tools for information. ISNAR helped create a nonprofit foundation to maintain and support INFORM-R. A draft of the handbook on management information systems was submitted to external review.	Intensive electronic communication with INFORM learners designated by six countries have led to a planned training-the-trainer workshop for MIS implementation. It is an experiment in distance learning. ISNAR will continue its agreement with Dutch NWO on implementation of INFORM-R. ISNAR will turn over INFORM-R to intermediary organization for further delivery and maintenance. This project will be discontinued in mid-2000, and activities on INFORM-R will be taken over by an external foundation.
12. Gender relations	This project was first introduced in the MTP 2000-2002 to begin in 2000. Preliminary work to develop proposal for WINAR (Women in Agricultural Research) was carried out in association with the agricultural science and technology indicators project (MTP project 2). The Gender Group proposed subprojects for improving gender tools and procedures in association with CGIAR programs on participatory research and gender and on gender and diversity.	Proposed activities include developing research reports for WINAR; continuing work on improving gender tools; compiling existing information on gender in agricultural research policy, organization, and management; examining the role of women's organizations in research planning; and creating an advisory group for an international meeting on gender. The project is expecting to benefit from a visiting senior researcher on sabbatical.
13. Strengthening NARS	The following direct assistance took place: (1) Vietnam: started master planning, (2) South Africa: started strategic planning, (3) Cyprus: supported self-assessment. Produced report on NARS, (4) Eritrea: assisted in project formulation following strategic plan, (5) Mozambique and Uganda: supported implementation of institutional development activities, (6) Zambia: training of scientists in participatory research methods, (7) Croatia: assistance in priority setting methodology, (8) Guinea: completion of report on budgeting system, assisted in completing medium-term plans for six centers, (9) Iran: support to participatory program formulation with farmers.	As direct assistance to NARS is an essential component of ISNAR's strategy as a knowledge organization that learns from experience, ISNAR will continue work in Eritrea, Uganda, Zambia, Mozambique, and Iran. New requests will be subject to priority criteria detailed in Annex 2. Support to IICA (Costa Rica) and a regional organization, CARDI, as well as a national request from Honduras are under negotiation. These NARS strengthening activities will be strongly supported by ISNAR Global Associates. ISNAR's work in Central Asia and the Caucasus will be decided on the basis of the priority criteria applicable to other requests.
14. Central Asia and the Caucasus	Staff changes have delayed completion of reports. ISNAR provided planning assistance to Georgia, Kazakhstan, and the Ukraine. Country profiles on Armenia, Azerbaijan, and Kazakhstan, as well as an in-depth study on Georgia were drafted. Highlights of the expert consultation held in 1998 were published in English and Russian. Background papers from this consultation were published as discussion papers and one is under external review for publication as a research report.	ISNAR will complete contracted reports and studies on countries in Central Asia and the Caucasus in early 2000. Due to lack of donor funding, no further research activities targeted uniquely at this region are planned. Further planning and advisory service work in the region will be subject to the same priority setting criteria as applied to all country requests but no longer provided under a separate regional program. This project will be discontinued; collaborative activities will be considered under MTP project 13.

Table 1. Medium Term Plan Outputs 1999 and Expectations for 2000

MTP proj. no. and title	Outputs in 1999	Expectations for 2000
15. Strengthening the global research system	ISNAR has directly supported the establishment of the NARS-Secretariat of the Global Forum through secondment of a senior advisor. In association with the Inter-American Development Bank (IDB, it carried out a study of Fontagro-European potential for collaboration. It provided support to the strategic planning of CORAF, refined a proposal at the request of ASARECA on strengthening network management, and assisted ASARECA/ ECART/CTA in conducting a workshop on impact assessment.	The course of the NARS-Secretariat of the Global Forum will be decided at the CGIAR Mid-Term Meeting in May. ISNAR will conclude core support to this activity in 2000. Special project donors may decide that support to the NARS-Secretariat through ISNAR is a desired mode, in which case the activity may continue. However, a restoration of former levels of unrestricted core support is required for this to be continued beyond August 1, 2000. Although MTP project 15 will be discontinued, selected regional collaboration issues relating to globalization will be addressed under MTP projects 1 and 13.
16. NARS Fundamentals	This has been a banner under which a number of related information activities have taken place: (1) Website development, (2) development of IBS project Website, (3) regular publications outputs including books, research management guidelines, electronic publishing, (4) conversion of all ISNAR publications to electronic format and posting on ISNAR's Website, (5) development of AROW (Agricultural Research Organizations on the Web). These activities included the specialized information units in their research and external roles.	(1) A redesigned information project will aim to create an ISNAR "flagship." This will seek to make the accumulated policy and management knowledge of ISNAR available to NARS as a library of "NARS Fundamentals." It will complement the development of training materials and Web accessibility of ISNAR's materials and best practices of others. (2) Public awareness will be strengthened. This activity will be guided by the Office of the Director General and draw on the Information and New Technologies program, where the specialized skills are available.
17. ISNAR Global Associates	ISNAR's Global Associates program created a network of 10 specialists, giving access to skills not in-house. Associates participate in country strengthening (Nicaragua) and training (Africa).	ISNAR plans to increase the number of associates to 20. The share of service and training requests that is met by associates will be increased accordingly, and their input to research activities will be encouraged.
18. Training and capacity building for strengthening NARS	Professional training methodology and training materials have supported the following activities:(1) intercenter-NARS training workshops, (2) training needs assessment, (3) distance training for poverty alleviation (NAARM, India), (4) training modules published on CD-ROM and electronic access to modules on Website, (5) follow-up to training through Participant Action Planning Approach, (6) special modules for IBS and SGRP, (7) support to Zambia in training of trainers for participatory research, (8) development of training for African Development Bank-supported project in West Africa, (9) distance learning in management information systems, (10) support to IPGRI's information strategy, and (11) development of training module on intellectual property rights.	There will be continued development and expansion of training modules and related services. ISNAR's activities in distance learning and institutional collaboration in distance learning will be revised.

Significant changes in 2000 relative to MTP 2000–2002

Background

In its Funding Update¹ submitted to the Finance Committee for International Centers Week (ICW) 1999, ISNAR indicated that it would be obliged to restrict its activities and associated outputs due to the shortfall of contributions and expected project support.

By the conclusion of ICW 1999 the budget figure was reduced to USD9.7 million as a result of the decision by Germany not to finance MTP project 3 in the plan year and not to contribute to ISNAR's core budget in 2000.

In addition to starting up the globalization project (project 1) and focusing on gender relations in research (project 12), ISNAR highlighted a number of features implicit in the revised MTP 2000–2002:

- redeploy staff resources towards work on the four strategic thrusts
- reduce effort to develop science and technology indicators if targeted support is not forthcoming
- reallocate efforts from developing management tools and approaches to capacity-building efforts to ensure that others are able to use and adapt existing ISNAR knowledge
- expand outreach activities in line with effective demand by partners as demonstrated by reimbursed services and project funding
- make significant efforts towards increased deployment of resources to sub-Saharan Africa
- incorporate activities in Central Asia and the Caucasus into ISNAR's ongoing research and outreach activities, rather than appearing as a special initiative
- expand activities in intellectual property in a synergetic way between our thrusts on globalization and new technologies
- continue commitment to training of trainers and develop capacity to manage and deliver training programs in strategic allies

When it forecast a USD10.5 million funding level for the year 2000, ISNAR indicated that it had the flexibility to deploy fungible resources to improve its presence in sub-Saharan Africa. The proposed features of the MTP 2000–2002 also gave some of the areas where ISNAR would make adjustments if it faced shortfalls in both targeted and unrestricted funding. ISNAR would be led to curtail work on indicators of NARS; choose not to develop one or more of its strategic thrusts; and respond selectively to funded requests from Central Asia and the Caucasus rather than attempt to develop a specialized capacity for transition countries. In the absence of sufficient unrestricted funds, ISNAR would have no degrees of freedom to expand work in sub-Saharan Africa. It would, however, direct project development efforts towards Africa.

Following the exhaustion of most of the financial reserves, due to the unexpected nonpayment of the European Union grant, ISNAR has now been forced not only to adjust its activities at the margin, but also to make strategic choices among entire projects and eliminate highly desirable activities within others. The strategy used for these choices reflects both developments of new approaches to institutional innovation and change, and anticipatory choices in the light of possible reorganization of the CGIAR itself. Furthermore, the transition to reduced financial circumstances in 2000, together with the strategic considerations above, translates into the elimination of certain MTP projects (indicated below). Thanks to the flexibility of its staff and their competence profiles, ISNAR retains, however, a basic ability to undertake activities related to the now eliminated MTP projects, should donors restore unrestricted core funds and/or contract full and sustained support to these activities.

ISNAR's Board and Management responded to the strategic considerations and funding realities by presenting a basic program at a conservative level of resources of USD8.0 million in 2001, rising to 8.2 million in 2001 and 8.5 million in 2002 and 2003. This program includes approximately 12 of the 18

¹ ISNAR Funding Update for 1999 and 2000, September 12, 1999.

projects described and agreed in MTP 2000–2002. The scale of these projects is sufficient to provide a base for growth in activity in these 12 areas, either by accelerating the pace of the work or broadening its scope. ISNAR has also retained capabilities to embark on new activities, including some of those eliminated in this new MTP.

The changes in the proposed program and their implications for MTP 2001–2003 may be summarized in two parts: the basic program and the discontinued activities.

The basic program

The 12 projects in the basic program MTP 2001–2003 retain their original numbers from MTP 2000–2002 for ease of presentation and correspondence in the financial tables. The changes, where applicable, are noted project by project:

Project 1. Globalization and emerging policy issues. Globalization has fast risen to the top of the agenda of many agriculture-based developing countries. There is particular concern about the impact of globalization on poor people, both in rural and urban areas, and at the household level. Developing countries have urgent needs for research-based advice. An international expert consultation on globalization held at ISNAR in 1999 has led to seven proposals for further studies, which require additional targeted support to be feasible. These studies include: 1) impact of globalization on the poor and poverty targeting, 2) evolution of the seed sector as a result of globalization, 3) the role of public-sector research in promoting exports, 4) impact of IPR on the strategies of the CGIAR, 5) impact of intellectual property rights and emerging WTO trade rules on research strategies, 6) acquisition of technology through purchased inputs and technology contracts, and 7) priorities for regional collaboration and conditions for successful management of regional programs.

Project 4. Governance: Assessing alternative governance models. There is general agreement that traditional governance models in public agricultural research need to be revised urgently. In the old model, end users have little influence on setting the research agendas of the research institutions, the research process is intransparent, and it is not conducive to objective monitoring and evaluation. Cumbersome bureaucratic structures prevent good talent to be optimally employed and promoted. This project invests unrestricted core funds in developing generic approaches to improved governance and accountability. Targeted support from the Asian Development Bank, a service contract with the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) in Sri Lanka, and other individual contracts help apply and refine the approaches. Research on governance under this project supports and is enriched by service activities under MTP project 13, “Strengthening NARS.”

Project 5. Institutional innovation. Institutional innovation, so vital for agricultural research, characterizes ISNAR’s advanced participatory research work in both Latin America and Asia. First, the “New Paradigm” project develops participatory approaches to strategic management of institutional change in agricultural research organizations in Latin America. It focuses on a Latin American paradigm and accompanies NARS-led change processes in a learning and service mode. In addition to core investment, the project receives significant funding from Dutch and Swiss donors. Second, strategic planning and organizational performance assessment are key themes in four countries included in a regional project funded by the Asian Development Bank. Financially, the basis for work on public-private partnerships is maintained.

Project 6. Impact evaluation. The demands for accountability of agricultural research institutions, both to their national stakeholders and international donors, have grown strongly over the last few years. “Impact assessment” has become a key word at national and international level. ISNAR’s early investments in impact methodology have gained new momentum. Within the CGIAR, ISNAR’s special contribution to the field of impact assessment has been developing approaches for assessing the impact of capacity building. ISNAR will broaden the scope of the study to look at assessment of capacity building activities in other sectors to see if and how it can be applied to agricultural research. The project receives core investment and has attracted further funding from, for example, Canadian, Australian, and German donors

Project 7. Managing biotechnology and intellectual property. Few other issues related to agriculture have attracted more attention in the previous year than biotechnology and intellectual property rights. The prospects and fears that producers and consumers see in genetically modified plants and animals have become top news topics. For example, the effects of the changing notion that genetic resources are not the heritage of all humankind but are owned by nations (as under the Convention on Biological Diversity) are profound in international agricultural research that is aimed at producing international public goods. So are the tensions between the public domain and private patents. ISNAR's successful biotechnology service (IBS) will continue to expand its research on biotechnology policy and management and provide training at the regional and national levels. Further support from traditional donors (The Netherlands, Switzerland, Japan) is being sought. Growing out of IBS' work on proprietary science, a Central Advisory Service on Intellectual Property and Proprietary Science (CAS), designed to serve the CGIAR centers and financed by the CGIAR Finance Committee, was added in 2000. This will further develop IBS' capacity to generate new knowledge on the application of biotechnology in NARS. In the period 2000–2001, the two activities will be linked at the reporting level. However, it is recognized that IBS and CAS at the moment serve different target audiences and benefit from having their own steering committees.

Project 8. Information and communication technologies service. There is a genuine fear that many developing countries are being left behind in the information technology revolution, and that agriculture becomes a poor cousin also in this setting. Inability to access and contribute agricultural and related knowledge in an IT-based society will not strengthen the hands of poor people and poor countries. This project will take on new dimensions. In 2000, ISNAR will develop its collaboration along two themes: 1) ensuring access to information and communication technology (ICT) and 2) enhancing management and leadership capacity in ICT. Support from the Government of Japan is expected to assist ISNAR in moving from regional workshops to research and implementation.

Project 9. Agriculture and the Environment. ISNAR has carefully reviewed its comparative advantage to undertake work on methodologies for field research. Such methods are emerging as powerful tools for agricultural research. At times of financial constraints ISNAR will no longer pursue field research on participatory approaches (farmer field schools, action research facilities). It has determined that the CGIAR is already dealing effectively with participatory approaches, and it will leave further work to the technical centers working in the field. However, ISNAR has identified a major interdisciplinary gap between agriculture, demography, and human health to which it can apply accumulated knowledge on institutional processes. The devastating impact of the AIDS pandemic on African agriculture is now unfolding, yet virtually no attention is being paid to the readjustments that are necessary in agricultural research agendas to mitigate the impact of AIDS on agricultural production and on the learning chain as parents die. ISNAR will refocus its attention towards exploratory research on the role that agricultural research can play in addressing and lessening the effects of the HIV/AIDS complex of problems in Africa. AIDS is decimating rural populations. The problem is of undisputed magnitude and societies are looking for strategies to cope with it. Research is needed to determine whether agricultural research organizations have a potential role in developing cross-sectoral initiatives and addressing the loss of knowledge embodied in prime-age farmers, the loss of financial capital in supporting medical costs, and the loss of victims' labor input. ISNAR will address this frontier area with a limited commitment from unrestricted funds in support of African NARS.

Project 12. Gender relations. Recent gender studies indicate that gender imbalances are frequent in developing-country agriculture and that research agendas are often set without considering these imbalances. While it is necessary to mainstream the gender perspective in all agricultural research activities, concentrated investment on a theme is required to adapt experience from other sectors to ISNAR's work with NARS. The project will work closely with the CGIAR programs "Gender and Diversity" and "Participatory Research and Gender Analysis" to coordinate information on gender and agricultural research policy, management, and organization and to enhance the spillover of their activities to the NARS.

Project 13. Strengthening NARS. Strengthening NARS in their widest senses remains a backbone of ISNAR's work and is central to both ISNAR's mandate and that of the CGIAR. There is no change in the plans for this activity. ISNAR's direct institutional development collaboration with NARS is

central to its mandate and essential for its capacity-building and knowledge-generation objectives. ISNAR's ability to respond to NARS requests is enhanced through the ISNAR Global Associates (cf. project 17). The financing of interventions vary between projects, from full financing by NARS clients to part-contributions from ISNAR core when the research content of a service undertaking is significant.

Project 16. NARS Fundamentals. One of ISNAR's strategic objectives is to ensure that NARS and those helping NARS have access to the information available on enhancing research in developing countries and that they have the capacity to use it effectively. In addition there is a strong need to document the experience gained by NARS themselves in organizational change processes and to add this effectively to the global knowledge pool. ISNAR's information services support in every way the outreach of ISNAR to its clients and stakeholders. In addition, it is the intention of ISNAR to prepare a handbook of NARS Fundamentals—a consolidated reference for NARS managers and policymakers presenting policy and management issues in a coherent and consistent way. This will be linked on the content side to the work of other ISNAR projects and on the dissemination side to ISNAR's training and capacity-building activities. There is considerable donor interests in supporting this effort.

Project 17. ISNAR Global Associates. Only to a limited extent can CGIAR staff in general and ISNAR staff in particular retain first-hand knowledge of the wide range of agricultural research institutions on a global scale. Through a network of experienced professionals mainly from developing countries on retainer to ISNAR, ISNAR provides a rapid and high-quality response to requests for service, training, and research provided by NARS-based ISNAR Associates. It allows ISNAR to draw on additional developing-country experience and to support the building and maintenance of international networks so important for developing-country scientists. It provides additional qualified staff at lower cost in support of ISNAR's full-time human resources.

Project 18. Training and capacity building. As ISNAR's Training Unit is continuing its service to NARS and ISNAR research projects, the release of a CD-ROM of ISNAR training materials heralds a new phase in ISNAR's training and capacity building work. These activities provide the basis for distance learning in research management in partnership with NARS, with continued support from British DFID.

Discontinued activities (compared with MTP 2000–2002)

Project 2. Agricultural science and technology indicators. The strong interest among donors in data sets generated by this project (true international public goods) has not been matched by financial contributions. The two partners, ISNAR and IFPRI, do not at present have sufficient unrestricted core funds to sustain the activities. ISNAR will redeploy its human resources and effort to other funded activities requiring these skills.

Project 3. Public-private partnerships. In association with the regional organizations of Latin America, ISNAR has submitted a well-developed proposal for targeted support by an identified donor. The project responds to an expressed need of the region, focuses on public- and private-sector partnerships, and furthers our understanding of post harvest activities. In the absence of targeted support this activity cannot be sustained, although the findings of the first phase "Integrating Agroindustrial Demands and NRM Demands on NARS" will be disseminated.

Project 10. Improving tools for research policy. Research policy, although basic to all interventions that ISNAR makes, will be discontinued as a separate project. Staff with research policy skills will be deployed to other funded activities. Research on linkages between research and clients and other parts of the knowledge system such as universities will cease to be core-funded activities. Work on system structure and organization will be undertaken in the course of NARS strengthening projects and research on the management of change. Research policy initiatives that generate new funding will be added to the agenda within the priority areas retained in the MTP.

Project 11. Integrated project-based agricultural research management systems. The concept, tools, and the knowledge for an integrated management information system, in which ISNAR has invested

heavily, will be passed to a foundation. Former ISNAR staff will participate in carrying out the maintenance research and the extension to NARS. It will remain a practical tool in the institution-strengthening toolkit of ISNAR staff.

Project 14. Central Asia and the Caucasus. ISNAR is unable to develop from its core funds a specialized capacity to assist NARS in Central Asia and the Caucasus. As additional resources have not become available, ISNAR will serve the area according to priority criteria applied to any other NARS request. It will depend on targeted support and reimbursable services to capture the lessons of these economies in transition. While the need for assistance in the process of transition exists, the funding and the effective demand is not sufficient at this time to warrant diversion of core resources specifically to this area.

Project 15. Strengthening the global research system. ISNAR played a sponsorship role in starting up several subregional and regional institutions. Through collaboration with the International Fund for Agricultural Development (IFAD) and with the support of the Government of the Netherlands, it supported many NARS-NARS interactions. Specific assistance to SICTA, APAARI, AARINENA, ASARECA, and recently the NARS Secretariat of the Global Forum has been a significant element in building the global research system. These organizations have now their own direct support from their member countries and donor organizations. ISNAR will withdraw its direct support to these organizations but will continue to provide technical support for funded activities falling in ISNAR's mandate for which the regional and subregional organizations request assistance.

The adjustments described above show two movements: (1) a refocusing on outputs that enhance ISNAR's concern with institutions necessary for successful research on poverty, sustainable food security, and environmental protection, and (2) an immediate adjustment to reduced financial circumstances.

In relation to MTP 2000–2002, ISNAR foregoes a number of activities: further development of science and technology indicators is stopped; research and training on agroindustrial needs is discontinued; the focus on policy tools as a core activity is stopped; systematic development of planning and information management tools is taken out of the institution; and special efforts aimed at expansion in Central Asia and the Caucasus are no longer possible. In addition, it redirects some of its work on natural resource management and participatory methods, and cooperation with subregional organizations and the NARS Secretariat takes more limited forms.

The refocusing of programs implicit in this adjustment attempts to ensure that ISNAR continues to meet both the present and medium-term needs of our NARS partners. Work on the strategic thrust of globalization will look at the impact of globalization on the poor and the changes in NARS strategies. Along with this will be a better understanding of the impact of WTO and regional trading organizations on NARS. Concern with institutions is protected in our work on institutional innovation: management of change; governance and accountability; organizational performance assessment; and impact evaluation. The management of biotechnology and intellectual property is further strengthened through the ISNAR Biotechnology Service and the Central Advisory Service on Proprietary Technology, a service to the CGIAR centers. The scale of ISNAR's outreach to research organizations in developing countries is expandable in line with funded projects, and our response capacity is increased through a network of Global Associates. Ensuring that NARS have access to the necessary scientific and managerial information and the means to use it effectively is the purpose of our revised information activities, including the preparation of a handbook of "NARS Fundamentals." Finally, capacity building in NARS training units, training of trainers, and widespread dissemination of our training materials remain central to the strategy of ensuring that research management capacity exists next to the clients.

Section 3: The Medium Term Plan 2001–2003

Compared with the previous MTP, the MTP 2001–2003 represents a more sharply focused portfolio, compressed into 12 MTP projects with revised purposes and outputs. To the current MTP is also attached a description of activities from the previous MTP that are discontinued. ISNAR retains the capability to re-engage in some of these fields should additional funding become available during plan period 2001–2003.

The revised portfolio and the resource deployment as endorsed by ISNAR's Board of Trustees is found in table 2. All figures are in constant year 2000 USD. For current figures over the plan period we will assume a 3% inflation factor.

All projects in ISNAR's originally agreed agenda for 2000 were high priority to its partners. Their inclusion in the budget was based on the expectation of stable funding of approximately USD10.5 million in real terms. Given the expectation of stable funding, the program choices were based on three types of criteria: (1) expected impact on NARS, (2) contribution to the sustainability of ISNAR's ability to serve clients, and (3) scientific quality. As ISNAR revisits its portfolio under the changing circumstances of the ongoing debates of NARS in a changing CGIAR system and in a situation of reduced funding, the immediate contribution of activities to ISNAR's structural adjustment and their contribution to positioning ISNAR for renewed growth were given additional weight for the medium term.

In recent medium term plans, ISNAR presented itself as a knowledge organization that carried out *forward-looking research* on new challenges to NARS and applied its *core competencies* in policy and management in support of its *specific outreach activities*: advice, information, and capacity building. This classification was introduced as a way of explaining how ISNAR kept ahead of emerging issues and became involved in institutional innovations originating in developing countries. It explained how ISNAR converted its new knowledge into useful products and services, disseminated them to users, and worked with and in support of partners in their implementation.

Table 3 shows the percentage breakdown of planned activities by region, based on the content and deployment of resources for each project. One of the serious concerns of ISNAR is to re-establish its presence in sub-Saharan Africa (SSA). Based on the geographic location of its various projects and imputing global activities back to the regions, ISNAR still finds itself below its desired contribution to SSA. However, with its limited core budget ISNAR is unable to redeploy resources significantly to SSA in the absence of major new projects. Together with other CGIAR centers, ISNAR will later in 2000 launch a major initiative for Africa. This is likely to expand activities in the MTP project 18 (Training and capacity building). A special initiative is launched in this MTP to ensure that agricultural research incorporates in its agenda the effects that the AIDS pandemic has in Africa on labor availability, farming systems, and the chain of learning and innovation (MTP project 9).

Table 2. Resource Deployment by MTP Project in 2000 and 2001 (in USD '000)

Project no.	Title	2000	2001
1	Globalization and emerging policy issues	600	600
2	Agricultural science and technology indicators ^a	133	—
3	Public-private partnerships for agroindustrial research ^b	67	—
4	Governance	200	267
5	Institutional innovation	1000	1000
6	Impact evaluation	267	267
7	Managing biotechnology and intellectual property	1,400	1,733
8	Information and communication technologies service	333	400
9	Agricultural research and the environment	200	133
10	Improving tools for research policy formulation	—	—
11	Integrated project-based agricultural research management systems ^c	133	—
12	Gender relations in agricultural research	200	333
13	Strengthening NARS	867	1,000
14	Central Asia and the Caucasus ^d	67	—
15	Strengthening the global research system ^e	133	—
16	NARS Fundamentals ^f	533	533
17	ISNAR Global Associates	533	400
18	Training and capacity building	1,333	1,373
Total		8,000	8,000

^a IFPRI and ISNAR have a proposal before the CGIAR Finance Committee.

^b Project has been formally submitted to donor for restricted support.

^c Follow-up activities transferred to a foundation.

^d Requests handled as for all other regions according to priority criteria.

^e ISNAR will withdraw core support to activity receiving direct donor support.

^f Accelerated synthesis and dissemination of acquired knowledge.

Table 3. Percentage Breakdown of Activities by Region

Region	1999	2000–2003
Sub-Saharan Africa	24.7	25.5
Asia	14.9	15.6
Latin American and the Caribbean	20.5	16.5
West Asia and North Africa	1.1	1.2
Central Asia and the Caucasus	4.7	1.2
Global	34.1	39.9
Total	100.0	100.0

Section 4: Collaboration Highlights

As a research-based service to agricultural research organizations in developing countries, ISNAR establishes a range of relationships with other organizations. These include research partnerships, strategic alliances, and customer-client relationships. Each form of relationship has its advantages in promoting collaboration given certain circumstances. Research partnerships require shared objectives and “shared sovereignty” leading to longer-term collaboration and even forms of interdependence. In strategic alliances, the two-way flow of knowledge, information, and resources among the collaborating parties may be intensive around the shared tasks. However, partners in strategic alliances for one purpose may actively compete in other domains.

It is possible to highlight some of the collaborative relationships that will continue into the plan period 2001–2003. Details can be found in the individual project profiles (see annex 1).

In its work with NARS and regional organizations, ISNAR is both a source of new information and tools, as well as a facilitator of NARS-led processes. This collaboration may be provided under contract to the country or its donor or, where possible, provided from core budget. In both circumstances, ISNAR maintains its identity as a neutral source of advice and counsel. As such, ISNAR was able to assist the International Fund for Agricultural Development (IFAD) and FAO in establishing the NARS Secretariat of the Global Forum. With special funding from a donor it had supported the development of regional organizations (APAARI, AARINENA, ASARECA). The Inter-American Institute for Cooperation in Agriculture (IICA) hosts the office of ISNAR Global Associates.

Finally, ISNAR is forming strategic alliances with bilateral and multilateral organizations operating in related fields: CTA and FAO (information); IDRC, GTZ and ACIAR (impact assessment); INCO-DEV (of the European Union) (project preparation); FAO, IICA, and GTZ (strengthening NARS). Its links to regional training institutes (ESAMI, Mananga, PAID) are important to ensure outreach is conducted in an effective manner.

ISNAR has drawn on the technical skills found in well-established research institutes, such as the Indira Ghandi Institute of Development Research (Mumbai, India) and the Chinese Academy of Agricultural Sciences (Institute of Agricultural Economics) for its work on globalization. Study of the changes in the seed industry have expanded ISNAR’s reach into quantitative approaches to identifying the poor and food insecure and targeting research for poverty alleviation. In examining the impact of globalization on research priorities, ISNAR has contracted local analysts to document changes in programs.

Future studies of the role of the public sector in developing agricultural exports from developing countries will call on partnership with a private research group, Agri-Chain Competence, which assisted in restructuring the Netherlands agricultural knowledge system.

Collaboration with other CGIAR institutes may be both long term and short term. IFPRI and ISNAR have been long-time partners in maintaining agricultural science and technology indicators and carrying out associated policy analyses. Through participation in programs like the Systemwide Genetic Resources Program and the Systemwide Program on Participatory Plant Breeding and Gender Analysis, ISNAR gains front-line knowledge while contributing management and institutional development perspectives. ISNAR’s new work on gender relations focuses on NARS activities and will be closely linked to the CGIAR Gender and Diversity Program with representation from that program on ISNAR’s WiNAR (Women in National Agricultural Research) project.

ISNAR has established both collaborative and contractual relationships with universities in developed countries. ISNAR’s Biotechnology Service (IBS) shares a staff member with Virginia Tech (USA). Research on priority setting (application of the analytic hierarchy process) is carried out between ISNAR and the Swiss Federal Institute of Technology (ETH), while research on globalization and public- and private-sector relations involves the Universities of Bonn and Hohenheim in Germany. Governance research has collaboration with Rotterdam School of Management at the Erasmus University (the Netherlands).

A wide range of stakeholders help orient ISNAR through project advisory committees and partnership in sponsoring scientific events. IBS has a steering committee that includes NARS scientists and managers, donor representatives, and scientists from advanced research platforms. The external advisory panel for the Central Advisory Panel on Proprietary Science includes a center director, a professor of law, a representative of the International Union for the Protection of New Varieties of Plants (UPOV), and other eminent individuals. A workshop organized in conjunction with RIMISP in Chile enabled 30 participants from every developing region and a number of industrialized countries to discuss new approaches to enhancing farmers' management of resource systems that are undergoing rapid and significant change.

The variety of networking links shows a flexible way of interacting with partners of all kinds. It also provides different avenues for contacts to grow into deeper, longer, and broader collaboration.

Section 5: Financing Plan

In its MTP 2000–2002, ISNAR signaled that it would make every effort to maintain its program and its human resource base to meet the demands of its NARS partners and the expectations of its donors. It also noted that it remained vulnerable to any changes in funding that might occur if one of its major donors were to cease support. Unfortunately, ISNAR was one of the centers most affected in proportionate terms by the nonpayment in 1999 of the European Union and the associated uncertainties for 2000 and beyond, as well as the discontinuation of unrestricted core funding from another European Union member in 2000 and beyond. By the end of 2000 we will complete the structural adjustment to bring our staff and operational expenditures down to a level that excludes support from the European Union and other known factors, assuming constancy of our other donors. An interest-free loan against future revenue, provided to ISNAR and other affected centers by the Finance Committee of the CGIAR in February 2000, will assist in maintaining operational reserves during the period 2000–2001.

ISNAR's MTP 2001–2003 shows a basic program of 12 projects. ISNAR retains the human resources to execute this basic program. By sharply focusing the scope of our program, we undertake new initiatives (e.g., gender relations, NARS Fundamentals) with core funds; we concentrate on institutional development activities enjoying targeted support from donors (e.g., the “New Paradigm” project) and work on new technologies (e.g., managing biotechnology and intellectual property).

ISNAR conservatively projects a flat funding profile for the MTP 2001–2003. However, it retains the flexibility to expand activities in line with new funding by expanding the scale, scope, and intensity of work within the basic program and/or reanimating selected activities that figured in the agreed agenda until the end of 1999.

Financial tables

Table 1: ISNAR Research Agenda Requirements, by CGIAR Output, 2001 (in \$ '000)

							Project Totals
Germplasm Improvement	Germplasm Collection	Sustainable Production	Policy	Enhancing NARS			
				Training	Info.	Org/ Mat.	

Center Projects

Globalization and emerging policy issues	(project 1)	0	300	150	150	0	600
Agricultural science and technology indicators	(project 2)	0	0	0	0	0	0
Public-private partnerships for agroindustrial research	(project 3)	0	0	0	0	0	0
Governance	(project 4)	0	0	0	0	267	267
Institutional innovation	(project 5)	0	0	200	100	700	1,000
Impact evaluation	(project 6)	0	0	107	107	53	267
Managing biotechnology and intellectual property	(project 7)	0	433	520	520	260	1,733
Information and communication technologies service	(project 8)	0	100	80	100	120	400
Agricultural research and the environment	(project 9)	0	80	27	13	13	133
Improving tools for research policy formulation	(project 10)	0	0	0	0	0	0
Integrated project-based agricultural research management systems	(project 11)	0	0	0	0	0	0
Gender relations in agricultural research	(project 12)	100	100	0	133	0	333
Strengthening NARS	(project 13)	0	0	0	0	1,000	1,000
Central Asia and the Caucasus	(project 14)	0	0	0	0	0	0
Strengthening the global research system	(project 15)	0	0	0	0	0	0
NARS Fundamentals	(project 16)	0	0	53	480	0	533
ISNAR Global Associates	(project 17)	60	60	120	0	160	400
Training and capacity building for strengthening NARS	(project 18)	0	0	933	0	400	1,333

TOTAL RESEARCH AGENDA:

0	0	160	1,073	2,190	1,603	2,973	8,000
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Table 2: ISNAR Research Agenda: Allocation of Resources 1999–2003 (in \$ million)

Allocation by CGIAR Output (Logical Framework Format)					
	1999 (actual)	2000 (estimate)	2001 (proposal)	2002 (plan)	2003 (plan)
Outputs:					
Germplasm Improvement <i>(Activity: Germplasm Enhancement & Breeding, plus Networks as appropriate)</i>	0.0	0.0	0.0	0.0	0.0
Germplasm Collection <i>(Activity: Saving Biodiversity, plus Networks as appropriate)</i>	0.0	0.0	0.0	0.0	0.0
Sustainable Production <i>(Activity: Production Systems Dev & Mgmt, Protecting the Environment, plus Networks as appropriate)</i>	0.00	0.14	0.16	0.16	0.17
Policy <i>(Activity: Improving Policies, plus Networks as appropriate)</i>	3.73	1.13	1.07	1.09	1.11
Enhancing NARS <i>(Activity: Strengthening NARS - the three sub-activities, plus Networks as appropriate)</i>	5.92	6.73	6.77	6.98	7.21
TOTAL	9.7	8.0	8.0	8.2	8.5

Allocation by CGIAR Activity					
	1999 (actual)	2000 (est)	2001 (proposal)	2002 (plan)	2003 (plan)
Increasing Productivity <i>of which:</i>	0	0.14	0.16	0.16	0.17
Germplasm Enhancement & Breeding	0	0	0	0	0
Production Systems Development & Management	0.00	0.14	0.16	0.16	0.17
Protecting the Environment	0	0	0	0	0
Saving Biodiversity	0	0	0	0	0
Improving Policies	3.73	1.13	1.07	1.09	1.11
Strengthening NARS <i>of which:</i>	5.92	6.73	6.77	6.98	7.21
Training and Professional Development	1.96	2.25	2.19	2.24	2.31
Documentation, Publications, Info. Dissemination	1.18	1.60	1.60	1.67	1.72
Organization & Management Counseling	2.78	2.88	2.97	3.07	3.18
Networks (Appropriate output)	0.00	0.00	0.00	0.00	0.00
TOTAL	9.7	8.0	8.0	8.2	8.5

Table 3: ISNAR Research Agenda: Project & Output Cost Summary, 1999–2003 (in \$ '000)

Project No.	Project name	1999 (actual)	2000 (est.)	2001 proposal	2002 (plan)	2003 (plan)
Project 1	Globalization and emerging policy issues	595	600	600	618	637
Project 2	Agricultural science and technology indicators	169	133	0	0	0
Project 3	Public-private partnerships for agroindustrial research	243	67	0	0	0
Project 4	Governance	79	200	267	275	283
Project 5	Institutional innovation	1571	1000	1000	1030	1061
Project 6	Impact evaluation	924	267	267	275	283
Project 7	Managing biotechnology and intellectual property	1390	1400	1733	1785	1839
Project 8	Information and communication technologies service	206	333	400	412	424
Project 9	Agricultural research and the environment	329	200	133	137	141
Project 10	Improving tools for research policy formulation	277	0	0	0	0
Project 11	Integrated project-based agricultural research management systems	399	133	0	0	0
Project 12	Gender relations in agricultural research	25	200	333	343	354
Project 13	Strengthening NARS	1078	867	1000	1030	1061
Project 14	Central Asia and the Caucasus	344	67	0	0	0
Project 15	Strengthening the global research system	636	133	0	0	0
Project 16	NARS Fundamentals	49	533	533	549	566
Project 17	ISNAR Global Associates	275	533	400	412	424
Project 18	Training and capacity building for strengthening NARS	1065	1333	1333	1373	1414
Other projects		0	0	0	0	0
Total		9,654	8,000	8,000	8,240	8,487

Summary by CGIAR Output

	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)
Germplasm Improvement	0	0	0	0	0
Germplasm Collection	0	0	0	0	0
Sustainable Production	0	140	160	165	170
Policy	3,731	1,133	1,073	1,092	1,110
Enhancing NARS	5,922	6,727	6,767	6,983	7,207
Total	9,654	8,000	8,000	8,240	8,487

Institutional Cost Component

	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)
Direct Project Costs	6,757	6,000	6,000	6,180	6,365
Indirect Project Costs (Overhead)	2,897	2,000	2,000	2,060	2,122
Total Project Costs	9,654	8,000	8,000	8,240	8,487

Table 4: ISNAR Allocation of Project Costs to CGIAR Activities, 1999–2003 (in \$ million)

Project	Activity	1999 (actual)	2000 (est.)	2001 (proposal)	2002 (plan)	2003 (plan)
Project 1:						
Globalization and emerging policy issues	Improving Policies	0.595	0.300	0.300	0.309	0.318
	Strengthening NARS--Training	0.000	0.150	0.150	0.154	0.159
	Strengthening NARS--Information	0.000	0.150	0.150	0.154	0.159
	Strengthening NARS--Org & Mgt	0.000	0.000	0.000	0.000	0.000
		0.595	0.600	0.600	0.618	0.637
Project 2:						
Agricultural science and technology indicators	Improving Policies	0.135	0.107	0.000	0.000	0.000
	Strengthening NARS--Training	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.034	0.027	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.000	0.000	0.000	0.000	0.000
		0.169	0.133	0.000	0.000	0.000
Project 3:						
Public-private partnerships for agroindustrial research	Improving Policies	0.122	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.049	0.040	0.000	0.000	0.000
	Strengthening NARS--Information	0.073	0.027	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.000	0.000	0.000	0.000	0.000
		0.243	0.067	0.000	0.000	0.000
Project 4:						
Governance	Improving Policies	0.079	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.000	0.200	0.267	0.275	0.283
		0.079	0.200	0.267	0.275	0.283
Project 5:						
Institutional innovation	Improving Policies	0.314	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.314	0.200	0.200	0.206	0.212
	Strengthening NARS--Information	0.157	0.100	0.100	0.103	0.106
	Strengthening NARS--Org & Mgt	0.786	0.700	0.700	0.721	0.743
		1.571	1.000	1.000	1.030	1.061
Project 6:						
Impact evaluation	Improving Policies	0.554	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.139	0.093	0.107	0.110	0.113
	Strengthening NARS--Information	0.185	0.107	0.107	0.110	0.113
	Strengthening NARS--Org & Mgt	0.046	0.067	0.053	0.055	0.057
		0.924	0.267	0.267	0.275	0.283
Project 7:						
Managing biotechnology and intellectual property	Improving Policies	0.695	0.350	0.433	0.446	0.460
	Strengthening NARS--Training	0.278	0.420	0.520	0.536	0.552
	Strengthening NARS--Information	0.278	0.420	0.520	0.536	0.552
	Strengthening NARS--Org & Mgt	0.139	0.210	0.260	0.268	0.276
		1.390	1.400	1.733	1.785	1.839
Project 8:						
Information and communication technologies service	Improving Policies	0.052	0.083	0.100	0.103	0.106
	Strengthening NARS--Training	0.041	0.067	0.080	0.082	0.085
	Strengthening NARS--Information	0.052	0.083	0.100	0.103	0.106
	Strengthening NARS--Org & Mgt	0.062	0.100	0.120	0.124	0.127
		0.206	0.333	0.400	0.412	0.424
Project 9:						
Agricultural research and the environment	Improving Policies	0.306	0.120	0.080	0.069	0.057
	Strengthening NARS--Training	0.007	0.030	0.027	0.014	0.014
	Strengthening NARS--Information	0.016	0.040	0.013	0.034	0.035
	Strengthening NARS--Org & Mgt	0.000	0.010	0.013	0.021	0.035
		0.329	0.200	0.133	0.137	0.141
Project 10:						
Improving tools for research policy formulation	Improving Policies	0.208	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.069	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.000	0.000	0.000	0.000	0.000
		0.277	0.000	0.000	0.000	0.000
Project 11:						
Integrated project-based agricultural research management systems	Improving Policies	0.056	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.144	0.048	0.000	0.000	0.000
	Strengthening NARS--Information	0.056	0.037	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.144	0.048	0.000	0.000	0.000
		0.399	0.133	0.000	0.000	0.000
Project 12:						
Gender relations in agricultural research	Improving Policies	0.025	0.060	0.100	0.103	0.106
	Strengthening NARS--Training	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.000	0.080	0.133	0.137	0.141
	Strengthening NARS--Org & Mgt	0.000	0.000	0.000	0.000	0.000
	Sustainable Production	0.000	0.060	0.100	0.103	0.106
		0.025	0.200	0.333	0.343	0.354

Table 4: ISNAR Allocation of Project Costs to CGIAR Activities, 1999–2003 (in \$ million)

Project	Activity	1999 (actual)	2000 (est.)	2001 (proposal)	2002 (plan)	2003 (plan)
Project 13: Strengthening NARS	Improving Policies	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	1.078	0.867	1.000	1.030	1.061
		1.078	0.867	1.000	1.030	1.061
Project 14: Central Asia and the Caucasus	Improving Policies	0.172	0.033	0.000	0.000	0.000
	Strengthening NARS--Training	0.086	0.017	0.000	0.000	0.000
	Strengthening NARS--Information	0.034	0.007	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.052	0.010	0.000	0.000	0.000
		0.344	0.067	0.000	0.000	0.000
Project 15: Strengthening the global research system	Improving Policies	0.064	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.191	0.040	0.000	0.000	0.000
	Strengthening NARS--Information	0.191	0.040	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.191	0.053	0.000	0.000	0.000
		0.636	0.133	0.000	0.000	0.000
Project 16: NARS Fundamentals	Improving Policies	0.005	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.005	0.053	0.053	0.055	0.057
	Strengthening NARS--Information	0.039	0.480	0.480	0.494	0.509
	Strengthening NARS--Org & Mgt	0.000	0.000	0.000	0.000	0.000
		0.049	0.533	0.533	0.549	0.566
Project 17: ISNAR Global Associates	Improving Policies	0.138	0.080	0.060	0.062	0.064
	Strengthening NARS--Training	0.069	0.160	0.120	0.124	0.127
	Strengthening NARS--Information	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.069	0.213	0.160	0.165	0.170
	Sustainable Production	0.000	0.080	0.060	0.062	0.064
		0.275	0.533	0.400	0.412	0.424
Project 18: Training and capacity building for strengthening NARS	Improving Policies	0.213	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.639	0.933	0.933	0.961	0.990
	Strengthening NARS--Information	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.213	0.400	0.400	0.412	0.424
		1.065	1.333	1.333	1.373	1.414
Other projects	Improving Policies	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Training	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Information	0.000	0.000	0.000	0.000	0.000
	Strengthening NARS--Org & Mgt	0.000	0.000	0.000	0.000	0.000
		0.000	0.000	0.000	0.000	0.000

Summary by Undertaking:

	1999 (actual)	2000 (est.)	2001 (proposal)	2002 (plan)	2003 (plan)
Increasing Productivity	0.00	0.14	0.16	0.16	0.17
Protecting the Environment	0.0	0.0	0.0	0.0	0.0
Saving Biodiversity	0.0	0.0	0.0	0.0	0.0
Improving Policies	3.73	1.13	1.07	1.09	1.11
Strengthening NARS	5.92	6.73	6.77	6.98	7.21
Total:	9.7	8.0	8.0	8.2	8.5

Summary by Output:

	1999 (actual)	2000 (est.)	2001 (proposal)	2002 (plan)	2003 (plan)
Germplasm Improvement	0.0	0.0	0.0	0.0	0.0
Germplasm Collection	0.0	0.0	0.0	0.0	0.0
Sustainable Production	0.0	0.14	0.16	0.16	0.17
Policy	3.73	1.13	1.07	1.09	1.11
Enhancing NARS	5.92	6.73	6.77	6.98	7.21
Total:	9.7	8.0	8.0	8.2	8.5

Table 5: ISNAR Research Agenda, 1999–2003
Investments by Sector, Commodity, and Region (in \$ million)

PRODUCTION SECTORS & COMMODITIES		1999 (actual)	2000 (est)	2001 (proposal)	2002 (plan)	2003 (plan)
1/ <u>Germplasm Enhancement & Breeding</u>						
Crops						
Commodity A						
Commodity B						
Commodity C						
Commodity D						
Livestock						
Trees						
Fish						
TOTAL						
2/ <u>Production Systems Dev. & Management</u>						
Crops						
Commodity A						
Commodity B						
Commodity C						
Commodity D						
Livestock						
Trees						
Fish						
TOTAL		0.0	0.0	0.0	0.0	0.0
3/ <u>Total Research Agenda</u>						
Crops						
Commodity A						
Commodity B						
Commodity C						
Commodity D						
Livestock						
Trees						
Fish						
TOTAL		0.0	0.0	0.0	0.0	0.0
REGION		1999 (actual)	2000 (est.)	2001 (proposal)	2002 (plan)	2003 (plan)
Sub-Saharan Africa (SSA)		2.4	2.0	2.0	2.1	2.2
Asia		1.4	1.2	1.2	1.3	1.3
Latin American and the Caribbean (LAC)		2.0	1.4	1.3	1.4	1.4
West Asia and North Africa (WANA)		0.1	0.1	0.1	0.1	0.1
Central Asia and Caucasus		0.5	0.2	0.1	0.1	0.1
Global		3.3	3.2	3.2	3.3	3.4
TOTAL		9.7	8.0	8.0	8.2	8.5

Table 6: ISNAR Research Agenda, 1999–2001
Expenditure by Functional Category, and Capital Investments (in \$ million)

OBJECT OF EXPENDITURE	1999 (actual)	2000 (est)	2001 (proposal)
Personnel	5.8	4.4	
Supplies and Services	3.0	2.8	
Operational Travel	0.7	0.6	
Depreciation	0.2	0.2	
TOTAL	9.7	8.0	0.0
CAPITAL INVESTMENTS	1999 (actual)	2000 (est)	2001 (proposal)
<i>Physical Facilities</i>			
Research			
Training			
Administration			
Housing			
Auxiliary Units			
sub-total	0.0	0.0	0.0
<i>Infrastructure & Leasehold</i>	0.0	0.0	0.0
<i>Furnishing & Equipment</i>			
Farming			
Laboratory & Scientific			
Office		0.2	
Housing			
Auxiliary Units			
Computers	0.1	0.1	
Vehicles			
Aircraft			
sub-total	0.1	0.3	0.0
TOTAL	0.100	0.300	0.000
CAPITAL FUND CASH RECONCILIATION	1999 (actual)	2000 (est)	2001 (proposal)
<i>Balance, January 1</i>	0.404	0.489	
plus: annual depreciation charge	0.157	0.170	
plus / minus: disposal gains/(losses)			
plus / minus: other			
minus: asset acquisition costs	-0.072	-0.300	
<i>equals: Balance, December 31</i>	0.489	0.359	0.000

Table 7: ISNAR Research Agenda Financing and Summary Statement of Activity, 1999–2000
(in \$ '000)

Member	1999 (actual)		2000 (est.)	
	USD (‘000)	Nat. Curr (‘000)	USD (‘000)	Nat. Curr (‘000)
Unrestricted Grants				
Australia	126	200	127	200
Belgium	121	3,500	122	4,866
Brazil	30		30	
Canada	354	530	366	530
China	40		40	
Denmark	221	1,500	202	1,500
European Union	0			
France	15	100	15	100
Germany	332	600		
India	38		38	
Iran	50		50	
Italy	80		80	
Japan	355	36,500	327	36,500
Mexico	0		5	
Netherlands	946	1,900	880	1,900
Norway	254	2,000	248	2,000
Philippines	16		15	
Republic of South Africa	65		65	
Spain	50		50	
Sweden	299	2,500	293	2,500
Switzerland	376	550	313	500
United States (AID)	550		550	
World Bank (IBRD)	950		900	
Subtotal	5,269		4,716	
Restricted Grants				
AfDB	69		136	
AsDB	0		260	
Australia	0		32	
Canada	0		82	
Cape Verde	8		0	
CARP	16		0	
CGIAR	140		250	
CGIAR Centers	68		50	
Chad	6		0	
Crawford	11		0	
Croatia	10		0	
Denmark	119		200	
DFC Ecuador	10		0	
FAO (Eritrea)	17		0	
FONAIP	9		0	
Guinea	40		0	
IDA	0		60	
IDRC	70		110	
International Fund for Agr. Dev. (IFAD)	48		0	
IPGRI	8		0	
Iran	33		50	
IRRI	41		0	
Japan	355		317	
Netherlands (DGIS/NEDA)	530		619	
Nicaragua	13		0	
PROCISUR	50		0	
Rockefeller	17		0	
South Africa (ARC/DFID)	27		50	
Spain	0		50	
Switzerland (ETH)	15		30	
Switzerland (SDC)	706		408	
Uganda	11		50	
UNDP (Palestine)	6		0	
UNDP (Vietnam)	48		0	
United Kingdom (DFID)	313		373	
USAID	117		20	
World Bank (IBRD)/Zambia	9		0	
World Bank (IBRD)/Ukraine	18		0	
Other	21		30	
Subtotal	2,979		3,177	
Total Grants	8,248		7,893	
Summary Statement of Activity				
Member Grants	8,248		7,893	
+ Center Income (other revenues)	181		107	
= Total Revenues	8,429		8,000	
Less:				
Total Expenses	9,654		8,000	
Surplus (Deficit) of total revenues over total expenses	(1,225)		0	

Table 8a: ISNAR Allocation of 1999 Member Financing to Projects by Output (in \$ million)

Project	Member	Total	Sustain. Dev.	Policy	Outputs		
					Enhancing NARS		
					Training	Information	Org. & Mgt.
Project 1: Globalization and emerging policy issues							
	Japan	0.035	0.000	0.035	0.000	0.000	0.000
	Netherlands (DGIS/NEDA)	0.049	0.000	0.049	0.000	0.000	0.000
	United Kingdom (DFID)	0.062	0.000	0.062	0.000	0.000	0.000
	unrestricted + center inc	0.449	0.000	0.449	0.000	0.000	0.000
	Total Project Cost	0.595	0.000	0.595	0.000	0.000	0.000
Project 2: Agricultural science and technology indicators							
	Japan	0.057	0.000	0.046	0.000	0.011	0.000
	unrestricted + center inc	0.112	0.000	0.090	0.000	0.022	0.000
	Total Project Cost	0.169	0.000	0.135	0.000	0.034	0.000
Project 3: Public-private partnerships for agroindustrial research							
	PROCISUR	0.050	0.000	0.025	0.010	0.015	0.000
	unrestricted + center inc	0.193	0.000	0.097	0.039	0.058	0.000
	Total Project Cost	0.243	0.000	0.122	0.049	0.073	0.000
Project 4: Governance							
	United Kingdom (DFID)	0.062	0.000	0.062	0.000	0.000	0.000
	unrestricted + center inc	0.017	0.000	0.017	0.000	0.000	0.000
	Total Project Cost	0.079	0.000	0.079	0.000	0.000	0.000
Project 5: Institutional innovation							
	DFC Ecuador	0.010	0.000	0.002	0.002	0.001	0.005
	FONAIP	0.009	0.000	0.002	0.002	0.001	0.004
	Switzerland (SDC)	0.481	0.000	0.096	0.096	0.048	0.241
	Uganda	0.011	0.000	0.002	0.002	0.001	0.006
	USAID	0.117	0.000	0.023	0.023	0.012	0.059
	unrestricted + center inc	0.944	0.000	0.189	0.189	0.094	0.472
	Total Project Cost	1.571	0.000	0.314	0.314	0.157	0.786
Project 6: Impact evaluation							
	Canada (IDRC)	0.070	0.000	0.042	0.011	0.014	0.004
	DANIDA	0.039	0.000	0.023	0.006	0.008	0.002
	IFAD	0.048	0.000	0.029	0.007	0.010	0.002
	Netherlands (DGIS/NEDA)	0.074	0.000	0.044	0.011	0.015	0.004
	unrestricted + center inc	0.693	0.000	0.416	0.104	0.139	0.035
	Total Project Cost	0.924	0.000	0.554	0.139	0.185	0.046
Project 7: Managing biotechnology and intellectual property							
	CGIAR	0.040	0.000	0.020	0.008	0.008	0.004
	Crawford	0.011	0.000	0.006	0.002	0.002	0.001
	IRRI/IBGRI/SGRP	0.041	0.000	0.020	0.008	0.008	0.004
	Japan	0.113	0.000	0.057	0.023	0.023	0.011
	Netherlands (DGIS/NEDA)	0.297	0.000	0.149	0.059	0.059	0.030
	Rockefeller	0.017	0.000	0.008	0.003	0.003	0.002
	Switzerland (SDC)	0.223	0.000	0.111	0.045	0.045	0.022
	United Kingdom (DFID)	0.123	0.000	0.062	0.025	0.025	0.012
	unrestricted + center inc	0.526	0.000	0.263	0.105	0.105	0.053
	Total Project Cost	1.390	0.000	0.695	0.278	0.278	0.139
Project 8: Information and communication technologies service							
	Japan	0.150	0.000	0.038	0.030	0.038	0.045
	unrestricted + center inc	0.056	0.000	0.014	0.011	0.014	0.017
	Total Project Cost	0.206	0.000	0.052	0.041	0.052	0.062
Project 9: Agricultural research and the environment							
	Netherlands (DGIS/NEDA)	0.060	0.000	0.056	0.001	0.003	0.000
	Switzerland (SDC)	0.011	0.000	0.010	0.000	0.001	0.000
	unrestricted + center inc	0.258	0.000	0.240	0.005	0.013	0.000
	Total Project Cost	0.329	0.000	0.306	0.007	0.016	0.000
Project 10: Improving tools for research policy formulation							
	Switzerland (ETH)	0.015	0.000	0.011	0.000	0.004	0.000
	Switzerland (SDC)	0.003	0.000	0.002	0.000	0.001	0.000
	unrestricted + center inc	0.258	0.000	0.194	0.000	0.065	0.000
	Total Project Cost	0.277	0.000	0.208	0.000	0.069	0.000
Project 11: Integrated project-based agricultural research management systems							
	unrestricted + center inc	0.399	0.000	0.056	0.144	0.056	0.144
	Total Project Cost	0.399	0.000	0.056	0.144	0.056	0.144
Project 12: Gender relations in agricultural research							
	unrestricted + center inc	0.025	0.000	0.025	0.000	0.000	0.000
	Total Project Cost	0.025	0.000	0.025	0.000	0.000	0.000

Table 8a: ISNAR Allocation of 1999 Member Financing to Projects by Output (in \$ million)

Project	Member	Total	Sustain. Dev.	Policy	Outputs		
					Enhancing NARS		
					Training	Information	Org. & Mgt.
Project 13: Strengthening NARS							
	ARC/DFID (South Africa)	0.027	0.000	0.000	0.000	0.000	0.027
	CARP (Sri Lanka)	0.016	0.000	0.000	0.000	0.000	0.016
	Chad	0.006	0.000	0.000	0.000	0.000	0.006
	Croatia	0.010	0.000	0.000	0.000	0.000	0.010
	DANIDA	0.080	0.000	0.000	0.000	0.000	0.080
	FAO	0.017	0.000	0.000	0.000	0.000	0.017
	Guinea	0.040	0.000	0.000	0.000	0.000	0.040
	IBRD (Zambia)	0.009	0.000	0.000	0.000	0.000	0.009
	Iran	0.033	0.000	0.000	0.000	0.000	0.033
	Nicaragua	0.013	0.000	0.000	0.000	0.000	0.013
	UNDP (Palestine)	0.006	0.000	0.000	0.000	0.000	0.006
	UNDP (Vietnam)	0.048	0.000	0.000	0.000	0.000	0.048
	unrestricted + center inc	0.775	0.000	0.000	0.000	0.000	0.775
	Total Project Cost	1.078	0.000	0.000	0.000	0.000	1.078
Project 14: Central Asia and the Caucasus							
	CGIAR	0.100	0.000	0.050	0.025	0.010	0.015
	IBRD/Ukraine	0.018	0.000	0.009	0.005	0.002	0.003
	unrestricted + center inc	0.226	0.000	0.113	0.056	0.023	0.034
	Total Project Cost	0.344	0.000	0.172	0.086	0.034	0.052
Project 15: Strengthening the global research system							
	DGIS	0.038	0.000	0.004	0.012	0.012	0.012
	Cape Verde	0.008	0.000	0.001	0.002	0.002	0.002
	unrestricted + center inc	0.590	0.000	0.059	0.177	0.177	0.177
	Total Project Cost	0.636	0.000	0.064	0.191	0.191	0.191
Project 16: NARS Fundamentals							
	IPGRI	0.008	0.000	0.001	0.001	0.006	0.000
	unrestricted + center inc	0.041	0.000	0.004	0.004	0.033	0.000
	Total Project Cost	0.049	0.000	0.005	0.005	0.039	0.000
Project 17: ISNAR Global Associates							
	unrestricted + center inc	0.275	0.000	0.138	0.069	0.000	0.069
	Total Project Cost	0.275	0.000	0.138	0.069	0.000	0.069
Project 18: Training and capacity building for strengthening NARS							
	AfDB	0.069	0.000	0.014	0.042	0.000	0.014
	CGIAR Centers	0.068	0.000	0.014	0.041	0.000	0.014
	United Kingdom (DFID)	0.066	0.000	0.013	0.040	0.000	0.013
	unrestricted + center inc	0.861	0.000	0.172	0.517	0.000	0.172
	Total Project Cost	1.065	0.000	0.213	0.639	0.000	0.213
Other projects							
	Various	0.021	0.000	0.000	0.000	0.000	0.000
	Total Project Cost	0.000	0.000	0.000	0.000	0.000	0.000

Center Totals	Total	Sustain. Dev.	Policy	Enhancing NARS		
				Training	Info	Org / Mgt
Total Targeted Funding	2.98	0.00	1.20	0.54	0.39	0.83
Total Unrestricted Funding	5.27	0.00	2.11	1.05	0.63	1.52
Total Center Income	0.18	0.00	0.07	0.04	0.02	0.05
Total all Income	8.43	0.00	3.37	1.63	1.04	2.40
Total Expenditure	9.7	0.0	3.7	1.9	1.2	2.8
Surplus / (deficit)	(1.2)	0.0	(0.4)	(0.3)	(0.1)	(0.4)

Table 8b: ISNAR Allocation of 2000 Member Financing to Projects by Output (in \$ million)

Project	Member	Total	Sustain. Dev.	Policy	Outputs		
					Enhancing NARS		
					Training	Information	Org. & Mgt.
Project 1: Globalization and emerging policy issues							
	Japan	0.030	0.000	0.015	0.008	0.008	0.000
	Netherlands (DGIS/NEDA)	0.060	0.000	0.030	0.015	0.015	0.000
	United Kingdom (DFID)	0.064	0.000	0.032	0.016	0.016	0.000
	Switzerland (ETH)	0.030	0.000	0.015	0.008	0.008	0.000
	unrestricted + center inc	0.416	0.000	0.208	0.104	0.104	0.000
	Total Project Cost	0.600	0.000	0.300	0.150	0.150	0.000
Project 2: Agricultural science and technology indicators							
	Japan	0.048	0.000	0.038	0.000	0.010	0.000
	unrestricted + center inc	0.085	0.000	0.068	0.000	0.017	0.000
	Total Project Cost	0.133	0.000	0.107	0.000	0.027	0.000
Project 3: Public-private partnerships for agroindustrial research							
	unrestricted + center inc	0.067	0.000	0.000	0.040	0.027	0.000
	Total Project Cost	0.067	0.000	0.000	0.040	0.027	0.000
Project 4: Governance							
	United Kingdom (DFID)	0.064	0.000	0.000	0.000	0.000	0.064
	AsDB	0.052	0.000	0.000	0.000	0.000	0.052
	unrestricted + center inc	0.084	0.000	0.000	0.000	0.000	0.084
	Total Project Cost	0.200	0.000	0.000	0.000	0.000	0.200
Project 5: Institutional innovation							
	DGIS	0.251	0.000	0.000	0.050	0.025	0.176
	Switzerland (SDC)	0.200	0.000	0.000	0.040	0.020	0.140
	Uganda	0.050	0.000	0.000	0.010	0.005	0.035
	USAID	0.020	0.000	0.000	0.004	0.002	0.014
	unrestricted + center inc	0.479	0.000	0.000	0.096	0.048	0.335
	Total Project Cost	1.000	0.000	0.000	0.200	0.100	0.700
Project 6 Impact evaluation							
	Australia	0.032	0.000	0.000	0.011	0.013	0.008
	Canada (CIDA)	0.082	0.000	0.000	0.029	0.033	0.021
	Canada (IDRC)	0.072	0.000	0.000	0.025	0.029	0.018
	unrestricted + center inc	0.081	0.000	0.000	0.028	0.032	0.020
	Total Project Cost	0.267	0.000	0.000	0.093	0.107	0.067
Project 7: Managing biotechnology and intellectual property							
	CGIAR	0.250	0.000	0.063	0.075	0.075	0.038
	Japan	0.089	0.000	0.022	0.027	0.027	0.013
	Netherlands (DGIS/NEDA)	0.230	0.000	0.058	0.069	0.069	0.035
	Switzerland (SDC)	0.188	0.000	0.047	0.056	0.056	0.028
	United Kingdom (DFID)	0.130	0.000	0.033	0.039	0.039	0.020
	unrestricted + center inc	0.513	0.000	0.128	0.154	0.154	0.077
	Total Project Cost	1.400	0.000	0.350	0.420	0.420	0.210
Project 8: Information and communication technologies service							
	Japan	0.150	0.000	0.038	0.030	0.038	0.045
	unrestricted + center inc	0.183	0.000	0.046	0.037	0.046	0.055
	Total Project Cost	0.333	0.000	0.083	0.067	0.083	0.100
Project 9: Agricultural research and the environment							
	Canada (IDRC)	0.038	0.000	0.023	0.006	0.008	0.019
	Netherlands (DGIS/NEDA)	0.078	0.000	0.047	0.012	0.016	0.039
	Switzerland (SDC)	0.020	0.000	0.012	0.003	0.004	0.010
	unrestricted + center inc	0.064	0.000	0.038	0.010	0.013	0.032
	Total Project Cost	0.200	0.000	0.120	0.030	0.040	0.010
Project 10: Improving tools for research policy formulation							
	unrestricted + center inc	0.000	0.000	0.000	0.000	0.000	0.000
	Total Project Cost	0.000	0.000	0.000	0.000	0.000	0.000
Project 11: Integrated project-based agricultural research management systems							
	Various	0.030	0.000	0.000	0.011	0.008	0.011
	unrestricted + center inc	0.103	0.000	0.000	0.037	0.029	0.037
	Total Project Cost	0.133	0.000	0.000	0.048	0.037	0.048
Project 12: Gender relations in agricultural research							
	unrestricted + center inc	0.200	0.060	0.060	0.000	0.080	0.060
	Total Project Cost	0.200	0.060	0.060	0.000	0.080	0.060
Project 13: Strengthening NARS							
	ARC/DFID (South Africa)	0.050	0.000	0.000	0.000	0.000	0.050
	AsDB	0.208	0.000	0.000	0.000	0.000	0.208
	DANIDA	0.200	0.000	0.000	0.000	0.000	0.200
	Iran	0.050	0.000	0.000	0.000	0.000	0.050
	UNDP (Vietnam)	0.050	0.000	0.000	0.000	0.000	0.050
	unrestricted + center inc	0.309	0.000	0.000	0.000	0.000	0.309
	Total Project Cost	0.867	0.000	0.000	0.000	0.000	0.867

Table 8b: ISNAR Allocation of 2000 Member Financing to Projects by Output (in \$ million)

Project	Member	Total	Sustain. Dev.	Policy	Outputs		
					Enhancing NARS		
					Training	Information	Org. & Mgt.
Project 14: Central Asia and the Caucasus							
	unrestricted + center inc	0.067	0.000	0.033	0.017	0.007	0.010
	Total Project Cost	0.067	0.000	0.033	0.017	0.007	0.010
Project 15: Strengthening the global research system							
	Spain	0.010	0.000	0.000	0.003	0.003	0.004
	unrestricted + center inc	0.123	0.000	0.000	0.037	0.037	0.049
	Total Project Cost	0.133	0.000	0.000	0.040	0.040	0.053
Project 16: NARS Fundamentals							
	unrestricted + center inc	0.533	0.000	0.000	0.053	0.480	0.000
	Total Project Cost	0.533	0.000	0.000	0.053	0.480	0.000
Project 17: ISNAR Global Associates							
	unrestricted + center inc	0.533	0.080	0.080	0.160	0.000	0.213
	Total Project Cost	0.533	0.080	0.080	0.160	0.000	0.213
Project 18: Training and capacity building for strengthening NARS							
	AfDB	0.136	0.000	0.000	0.095	0.000	0.041
	CGIAR Centers	0.050	0.000	0.000	0.035	0.000	0.015
	IDA (Zambia)	0.060	0.000	0.000	0.042	0.000	0.018
	Spain	0.040	0.000	0.000	0.028	0.000	0.012
	United Kingdom (DFID)	0.065	0.000	0.000	0.046	0.000	0.020
	unrestricted + center inc	0.982	0.000	0.000	0.688	0.000	0.295
	Total Project Cost	1.333	0.000	0.000	0.933	0.000	0.400
Other projects							
	unrestricted + center inc	0.000	0.000	0.000	0.000	0.000	0.000
	Total Project Cost	0.000	0.000	0.000	0.000	0.000	0.000

Center Totals	Total	Sustain. Dev.	Policy	Enhancing NARS		
				Training	Info	Org / Mgt
Total Targeted Funding	3.18	0.00	0.47	0.79	0.52	1.45
Total Unrestricted Funding	4.72	0.14	0.66	1.32	0.95	1.70
Total Center Income	0.11	0.00	0.01	0.03	0.02	0.04
Total all Income	8.00	0.14	1.15	2.14	1.50	3.19
Total Expenditure	8.00	0.14	1.12	2.24	1.61	2.92
Surplus / (deficit)	0.0	0.0	0.0	(0.1)	(0.1)	0.3

Table 9: ISNAR Research Agenda, Staff Composition, 1999–2001

		1999 (actual)		2000 (est)		2001 (proposal)	
		Hired by:		Hired by:		Hired by:	
		center	other	center	other	center	other
<u>Internationally-Recruited Staff (IRS)</u>							
Research and Research Support		38		34		33	
<i>of which:</i>							
<i>Post-doctoral Fellows</i>							
<i>Associate Professionals</i>		3		2.5		1.5	
Training / Communications		3		3		2	
<i>of which:</i>							
<i>Post-doctoral Fellows</i>							
<i>Associate Professionals</i>							
Research Management		4		4		2	
<i>of which:</i>							
<i>Post-doctoral Fellows</i>							
<i>Associate Professionals</i>							
Total IRS		45		41		37	
<u>Support Staff</u>		40		35		31	
TOTAL STAFF		85		76		68	

DEFINITIONS

Internationally-Recruited Staff (IRS)

This category includes staff who carry out highly technical/senior functions, as defined by the center, and they may include personnel hired in the local or regional labor market. Included in this group, but shown separately, are post-doctoral fellows and associate professionals (who may have other titles in different centers), and who often are staff provided by donors as part of a project or other institutional arrangement. Costs for consultants engaged for specific tasks are not personnel expenses and the individuals are not staff; their costs should be calculated in the "supplies and services" category.

Support Staff

This category includes the numerical majority, in many cases, of personnel at a center. These are usually, but not necessarily always, individuals hired in the local labor market. They carry out functions which require less demanding skills than for the IRS category. The support staff category does not include seasonal field labor or other individuals engaged on a purely contract basis, for example when a center contracts with an employment agency to provide security, janitorial, and other services. Such costs should be calculated in the "supplies and services" category.

Table 10: ISNAR Cash Requirement, Revenue Flow & Currency Shares, 1999–2001 (in \$ '000)

MONTHLY CASH USES AND SOURCES

1999	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Cash Requirement	800	800	800	800	800	800	800	800	800	800	800	800
Member & Center Income	971	125	1726	556	225	1270	609	821	480	1277	970	1353
Net Monthly Position	171	-675	926	-244	-575	470	-191	21	-320	477	170	553
Accumulated Position	2,380	1,705	2,631	2,387	1,812	2,282	2,091	2,112	1,792	2,269	2,439	2,992

2000	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Cash Requirement	965	605	695	695	705	705	705	665	665	665	665	665
Member & Center Income	314	845	716	1183	207	413	224	834	531	914	167	564
Net Monthly Position	-651	240	21	488	-498	-292	-481	169	-134	249	-498	-101
Accumulated Position	2,341	2,581	2,602	3,090	2,592	2,300	1,819	1,988	1,854	2,103	1,605	1,504

CURRENCY STRUCTURE OF EXPENDITURES

	1999 (actual)			2000 (estimate)		
	amount	\$ value	% share	amount	\$ value	% share
Currency						
US Dollar	3,668	3,668	38%	3,040	3,040	38%
Currency A	11,281	5,503	57%	9,850	4,560	57%
Currency B						
Currency C						
Others		483	5%		400	5%
TOTAL		9,654	100%		8,000	100%

Table 11: ISNAR Statement of Financial Position, 1999–2003 (in \$ '000)

<u>Assets</u>	1999 (actual)	2000 (est)	2001 (proposal)	2002 (plan)	2003 (plan)
<u>Current Assets</u>					
Cash & Cash Equivalents	2,992	1,504			
Accounts Receivable					
Donors	2,128	465			
Employees	30	50			
Other	309	250			
Inventories					
Prepaid Expenses	31	50			
Other Current Assets					
Total Current Assets	5,490	2,319	0	0	0
<u>Fixed Assets</u>					
Property, Plant, & Equipment	2,973	3,273			
Less: Accumulated Depreciation	-2,655	-2,825			
Total Fixed Assets - Net	318	448	0	0	0
Total Assets	5,808	2,767	0	0	0
<u>Liabilities and Net Assets</u>					
<u>Current Liabilities</u>					
Bank Indebtedness					
Accounts Payable					
Donors	3,425	438			
Employees	490	450			
Others	259	200			
In-Trust Accounts	377	377			
Accruals and Provisions	355	400			
Total Current Liabilities	4,906	1,865	0	0	0
<u>Long-Term Liabilities</u>					
Total Liabilities	4,906	1,865	0	0	0
<u>Net Assets</u>					
Capital Invested in Fixed Assets					
Center Owned	318	448			
In Custody					
Capital Fund	489	359			
Operating Fund	95	95			
Other Funds					
Total Net Assets	902	902	0	0	0
Total Liabilities & Net Assets	5,808	2,767	0	0	0

Annex 1: Project Profiles for Medium Term Plan 2001–2003

Project no.	Reference in MTP 2000–2002	Title in MTP 2001–2003
1	Globalization: Analyzing forces, processes, and options for NARS	Globalization and emerging policy issues for national agricultural research
2	Informing agricultural research policymakers about trends in research: agricultural science and technology indicators (ASTI)	Agricultural science and technology indicators: Informing agricultural research policymakers
3	Integrating agroindustrial and environmental demands in agricultural research for the 21 st Century	Public-private partnerships for agroindustrial research: Strengthening agricultural innovation by building effective partnerships between public-sector research and agroindustry
4	Enhancing the governance and accountability of NAROs and NARS	Governance: Assessing alternative governance models to enhance the performance and accountability of agricultural research organizations
5	Building capacity for the strategic management of institutional change in agricultural science and technology organizations in Latin America	Institutional innovation
6	Assessment of the impact of capacity building in agricultural research management	Impact evaluation: Evaluating results of capacity-development programs in agricultural research and development
7	ISNAR's Biotechnology Service (IBS)	Managing biotechnology and intellectual property: ISNAR's Biotechnology Service and the Central Advisory Service on Propriety Science
8	Information and communications for agricultural research organizations	Information and communication technologies service
9	Agricultural research and the environment	Agricultural research and the environment: Agriculture and health
10	Improving tools for research policy formulation, strategic planning, research linkages, and research system development	Improving tools for research policy formulation, strategic planning, research linkages, and research system development
11	Towards integrated project-based agricultural research management systems	Integrated project-based agricultural research management systems
12	Gender relations in agricultural research: Strengthening core competencies in policy, organization, and management	Gender relations in agricultural research: Improving access to knowledge
13	Strengthening NARS through diagnostic reviews, planning, and facilitation of institutional development	Strengthening NARS through diagnostic reviews, planning, and facilitation of institutional development
14	The double transition: building NARS for the 21 st century in Central Asia and the Caucasus	Central Asia and the Caucasus: The double transition
15	Strengthening institutions to participate in the emerging global research system	Strengthening the global research system
16	Global information center on agricultural research policy, organization, and management	NARS fundamentals: The essential reference for managers of agricultural research
17	ISNAR Global Associates: Strengthening regional capacity to serve regional needs for institutional change in NARS	ISNAR Global Associates: Model for cost-effective strengthening of agricultural research in developing countries
18	Building NARS capacity for training and facilitation of change processes	Training and capacity building for strengthening NARS: New and improved training tools and processes incorporating ISNAR research results

Bold text: new titles in MTP 2001-2003.

Shaded text: discontinued projects, unless new funding is obtained.

Project 1. Globalization and emerging policy issues for national agricultural research

Intermediate goal

Developing countries now find themselves operating within entirely new trade regimes. Regional trade agreements and WTO agreements on the agricultural sector and IPR set new scenes. NARS policymakers and leaders will gain access to new knowledge, generated or synthesized by ISNAR, on the impact of globalization on research. Policymakers and the development community will have available improved policy analyses and techniques for policy formulation and public management.

Purpose

The project seeks a better understanding of four issues from the perspective of NARS: (1) globalization, poverty, and agricultural research, (2) the effects of WTO, global and regional trade rules, and IPR on agricultural research, (3) changes in parts of the commodity chain as a result of globalization (particularly in agricultural input markets and the seed sector); and (4) regional and global cooperation among research organizations.

Expected gains include the following:

- Policymakers and NARO managers will be guided in adjusting their research strategies and priorities to the poor, a client group that may be left out as a result of globalization.
- NARS will gain improved understanding of how globalization affects technological innovation in agriculture and their own role in this process.
- Regional and global cooperation of NARS will be improved.
- Policymakers, NARO managers, and managers of regional organizations will be guided in selecting collaborative projects and managing them in the best interest of partners.

Outputs

The outputs of this project will be strongly linked to new sources of funding for specific proposals.

- Various publications: a book; one briefing paper; six research reports; one research management guideline; synthesis papers; and training manuals.
- A survey among the NAROs in 30 developing countries on the impact of globalization on their research strategies and priorities.
- Tools and approaches for NAROs to select appropriate projects, monitor research activities and evaluate impact of research on target communities.

ISNAR will further develop the methodology for targeting agricultural research for poverty alleviation (scale of effort contingent on additional funding; up to six countries).

Milestones

2000

- A book and an ISNAR briefing paper on the impact of globalization on the agricultural sector and on public agricultural research in developing countries.
- Research proposals: (1) maximizing the benefits of transnational cooperation for NARS institutions, (2) changes in the seed distribution system and its implications for public agricultural research, (3) promoting agricultural exports from developing countries: The role of public research, (4) acquiring technology through purchased inputs and technology contracts.

2001

- Two series of case studies completed on (1) targeting agricultural R&D projects for poverty alleviation, and (2) the changing role of public plant breeding programs in the context of emerging private seed markets.
- Survey among the NAROs in 30 developing countries on the impact of globalization on their research strategies and priorities.

- Four research reports published on: (1) impact of IPR on the research strategies and priorities of the CGIAR, (2) The role of public research in promoting agricultural exports from developing countries, (3) acquisition of technology in agriculture through purchased inputs and technology contracts, and (4) the globalization of agricultural input markets.

2002

- Country case studies on the acquisition of technology completed.
- Research management guidelines and two research reports published.
- Training manuals published on targeting research for greater impact on poverty alleviation.
- Workshop held on policy recommendations.

2003

- Research report on transnational cooperation published

Duration

The entire period of the MTP 2001–2003.

Target groups/users

Direct beneficiaries will be the users of new information and analysis: agricultural research leaders and policymakers and their technical advisers, as well as collaborators in the study.

Collaborators

Chinese Academy of Agricultural Sciences; the Indira Gandhi Institute of Development Research; the NARS of the case-study countries above; specialized Dutch research groups. Groups of countries collaborating on the globalization and poverty study: (1) India, China, and South Africa and (2) Ghana, Kenya, Nigeria, and Cameroon.

Costs (in USD)

1999:	595,000
2000:	600,000
2001:	600,000
2002:	618,000
2003:	637,000

System linkages

Output 4: Policy	50%
Output 5: Enhancing NARS	50%

Regional breakdown

Sub-Saharan Africa	50%
Asia	25%
Global	25%

Financing plan

Core, DFID* (UK); ODA (Japan), DGIS (Netherlands), ETH (Switzerland).

* DFID support is provided over three years beginning March 1998. Support beyond March 2001 will be subject to review at end of 2000.

Project 2. Agricultural science and technology indicators: Informing agricultural research policymakers (Discontinued)

Intermediate goal

Public information relevant to all countries and related policy analyses are available to all as a quintessential public good. The database, the most authoritative source of information on the support for and structure of agricultural research and development worldwide, will be updated and maintained. As a result, research leaders and policymakers will make better informed policy decisions concerning agricultural R&D.

Purpose

Unprecedented changes are taking place in the investment and institutional environment for research: funding levels and sources are shifting and the roles of the public and the private sector as well as institutional structures are changing. Information on past and present agricultural R&D investment trends and issues is essential for those involved in formulating national, regional, and international agricultural research policies. ISNAR's and IFPRI's joint Agricultural Science and Technology Indicators (ASTI) database has provided the statistical underpinning for much of this information. It has fed into the policy analyses by ISNAR and IFPRI as well as many other national and international organizations. In addition to reporting on regional and global investment trends, ISNAR has selected two policy issues for continued or further analysis: (1) the financing of agricultural research and (2) the acquisition of technology through purchased inputs and technology contracts. This work, however, will be discontinued in 2000 in the absence of significant new funding.

The project helps improve the performance of NARS and regional programs and helps policymakers formulate better agricultural research policies. More specifically, it contributes to building a stronger information base for agricultural research by analyzing investments trends and making cross-country and cross-institutional comparisons. Improved understanding of financing of research will be available as a public good.

Policy concerns relating to the financing of agricultural research has driven much of the recent data collection efforts by the ASTI project. ISNAR's analysis will focus in particular on the (changing) composition and increasing complexity of agricultural research funding and on funding mechanisms.

Direct R&D investments represent only one source of technological innovation in primary agriculture. The acquisition of technology through purchased inputs and technology contracts is an important other source but has generally been ignored due to measurement problems and a lack of a good conceptual framework. Building on some recent developments in the general science and technology literature, this new line of work will adapt a new conceptual framework that will allow us to better understand the technological interdependencies of primary agriculture with the rest of the (global) economy.

Outputs

- Discussion papers on financing agricultural research in SSA and agricultural productivity in SSA (with IFPRI).
- Overview reports emanating from survey of Caribbean (with IFPRI).
- Project, jointly with IFPRI, for policy analysis based on Latin American studies and new data collection and analysis for SSA and Asia.

Duration

In the absence of new funding, the project will be brought to a close in mid-2000.

Milestones**2000**

- Study on global agricultural input industries completed.
- Sub-Saharan Africa reports published.
- IFPRI/ISNAR proposal for new ASTI project as a system public good developed and discussed in Finance Committee and with potential donors

Users

- Agricultural research policymakers frequently cite ISNAR data and analysis in official documents.
- The donor community (and their consultants) often request information as background for their planning documents.
- Agricultural (research) policy analysts in government agencies and universities benefit from information about and analyses of trends in R&D investment.
- Regional organizations and international centers use comparative information about countries for their strategy documents (e.g., SPAAR, Center Directors papers on Shared Vision for Africa).

Collaborators

IFPRI; NAROs; regional agricultural research organizations; national and international agencies in charge of collecting S&T indicators

Cost (in USD)

1999:	169,000
2000:	133,000
2001:	—
2002:	—
2003:	—

System linkages

Output 4: Policy	80%
Output 5: Enhancing NARS	20%

Regional breakdown

Sub-Saharan Africa	10%
Latin America and the Caribbean	60%
Global	30%

Financing plan

The Government of Japan has earmarked an amount of USD50,000 to this project because of its importance to the CGIAR system. In the absence of other donor support they have unrestricted this contribution, which ISNAR will continue to attribute in 2000.

ISNAR and IFPRI have submitted a full proposal to the Finance Committee with the intention that the CGIAR system confirm through adequate support its need for reliable information and policy-relevant analysis.

Project 3. Public-private partnerships for agroindustrial research: Strengthening agricultural innovation by building effective partnerships between public-sector research and agroindustry (Discontinued)

Intermediate goal

Agriculture in Latin America remains a cornerstone of development. There is great potential for a dynamic agribusiness sector that contributes to exports, employment, and domestic value-added. Since rising income is a necessary condition for poverty alleviation, a successful agroindustry will contribute to balanced growth. Public-sector research can help guide the process in ways that reduce poverty and protect the environment through technologies that minimize waste and by developing value-added chains that integrate small-scale producers with consumer markets.

Purpose

In collaboration with agricultural research leaders in Latin America and their regional organizations, ISNAR is proposing this second phase to further integrate agroindustrial demands in agricultural research. The project reflects the changing views on agricultural development, the contribution of research, and ways to alleviate poverty. It aims at recognizing the need for demand-driven agroindustrial research and brokering agroindustrial knowledge and research partnerships. Four pilot countries will have benefited from direct support in establishing functional partnerships between public and private sector.

- At the end of the project, institutes in all participating countries (18–20) have the capacity and tools to effectively develop partnerships with the agroindustrial sector.
- At the end of the project, the institutes in the pilot case countries (4) have integrated tools for planning and organizing agroindustry-oriented research in their management.

This project will be discontinued in 2000 if no funding is found.

Outputs

1. Agroindustrial companies and research organizations have adapted and adopted the tools from the training manuals to direct and manage their agroindustrial research.
2. Governance, financing, and legal management options for agroindustrial research are available.
3. Evaluation methods for agroindustrial partnerships are available within the region, and well understood.
4. Multidisciplinary, multi-institutional teams of middle managers and researchers have been established to broke and establish partnerships in agroindustrial research.

Output 1 will be the result of training and diffusion activities. Outputs 2 and 3 will be achieved through the project's research component. Output 4 will be obtained through selected pilot projects.

Milestones

2000

- Funding sought from donors.
- Conceptual work on commodity chains developed (see MTP project 1).

2001

- Training of multi-institutional teams: a) training modules developed (in Spanish); b) modules adapted (in English) for use in Caribbean; and c) subregional workshops begun.
- Research: a) analytical framework refined and applied in four pilot countries; b) findings of pilot cases applied to implementation plans; and c) results used as input to thematic studies on governance, finance, and legal frameworks.

- Implementation: a) national steering committee formed; b) consensus-building workshops held; c) planning workshops for the development of public-private partnerships held.

2002

- Training: a) subregional training courses completed; b) training manuals on public-private partnerships available.
- Research: a) framework for characterization published; b) thematic studies on governance, finance, and legal mechanisms begun;
- Implementation: a) national planning workshops held; b) development of national plans in workshop; c) regional comparative workshop held; d) public-private partnerships established in case study countries.

2003

- Research: a) methodology for evaluation of partnerships developed; b) thematic studies completed; c) training module on developing public-private sector partnerships produced; d) four research reports available.
- Training: regional synthesis workshop held.
- Implementation: a) regional workshop on public-private partnerships held.;

Duration

Preparation in 2000 and execution over 36 months of MTP 2001–2003.

Target groups/users

Primary beneficiaries are the scientists and managers involved in brokering partnerships between the public and private sectors. Secondary beneficiaries are the NARIs and subregional organizations involved in research.

Collaborating organizations

PROCIANDINO, PROCICARIBE, PROCISUR, PROCITROPICOS, CIAT, CORPOICA (Colombia), Embrapa (Brazil), FONIAP (Venezuela), INIA (Chile), INIFAP (Mexico), INTA (Argentina), University of Hohenheim (Germany), Agri-Chain Competence (Netherlands).

Costs (in USD)

1999:	99,243
2000:	67,000
2001	(588,000)*
2002	(860,000)*
2003	(805,000)*

* Amounts not included in financial tables.

System linkages

Output 5: Enhancing NARS 100%

Regional breakdown

Latin America and the Caribbean 100%

Financing plan

Project is under active consideration by BMZ for funding in 2001–2003.

Project 4. Governance: Assessing alternative governance models to enhance the performance and accountability of agricultural research organizations

Intermediate goal

Appropriate governance is critical to setting relevant agricultural research agendas, executing research, and monitoring and evaluating its impact. Many NARS have not renewed their governance mechanisms in spite of radical changes in societies. The purpose of this project is to assess and to contribute to improved governance mechanisms and instruments at the level of individual agricultural research and innovation organizations, national systems, and international networks.

Purpose

To enhance the performance and accountability of agricultural research organizations, systems, and networks at sectoral, national, and international level through the introduction of effective governance mechanisms and instruments. This will improve the capacity of target organizations to generate technology and knowledge that contributes to sustainable development and the reduction of poverty.

Outputs

- Conceptual framework to analyze governance issues, structures, and mechanisms at various organizational and institutional levels.
- Case studies of selected governance issues and mechanisms in at least four countries.
- Guidelines for the assessment and improvement of governance.
- Introduction of effective governance in selected organizations.

Milestones

2000

- ISNAR working group on governance established.
- Discussion papers published on governance of research and innovation.
- Collaboration agreements signed with external organizations (NARS, donors, universities).
- Governance case studies initiated in at least four countries (Indonesia, Pakistan, Sri Lanka, and Vietnam).

2001

- Project proposal prepared for donor funding aimed at strengthening governance in African NARS.
- Assessment of governance structures in at least four countries completed.
- Study on governance of international research organizations and networks initiated.

2002

- Specific proposals to strengthen research governance in at least four countries developed.
- Comparative study of research councils in Asia initiated.
- Study of alternative governance mechanisms, networks, partnerships, and collaborative alliances completed.

2003

- Management guidelines and a research report to synthesize project findings published.
- International conference on governance of agricultural research and innovation held.

Duration

The project will be implemented over the period 2000–2003.

Target groups/users

Primary beneficiaries are the research managers and directors of agricultural research organizations, systems, and networks. Secondary users are the national and international financiers of these organizations.

Collaborators

National and regional agricultural research organizations in Asia, Africa, and Latin America and the Caribbean; GTZ and Erasmus University (Netherlands).

Cost (in USD)

1999:	97,000
2000:	200,000
2001:	227,000
2002:	275,000
2003:	283,000

System linkages

Output 5: Enhancing NARS 100%

Regional breakdown

Sub-Saharan Africa	20%
Asia	30%
Latin America and the Caribbean	10%
Global	40%

Financing plan (in USD)

Core; DFID* (UK); AsDB.

* DFID support is provided over three years beginning March 1998. Support beyond March 2001 will be subject to review at end of 2000.

Project 5. Institutional innovation

Intermediate goal

In order to be able to innovate, institutions must themselves be innovated. The purpose of this project is to enhance the long-term contribution of science and technology to sustainable and equitable agricultural development.

Purpose

To develop, in an interactive manner, the institutional capacity to generate and implement institutional models that increase effectiveness, responsiveness, and relevance of agricultural science and technology organizations. This will be done by focusing on the following:

- Strategic management of institutional change and innovation in Latin America and the Caribbean (“New Paradigm” project).
- Partnerships between public and private organizations (not budgeted here; see MTP project 3).
- Development of performance-based management systems in Asia.
- Documenting of institutional change in West Africa.

Outputs

- Trained personnel: Regional and national teams of facilitators of institutional innovation.
- Training materials: Training modules on institutional innovation and change in agricultural science and technology organizations.
- Research and dissemination:
 - research reports and other publications on institutional innovation and change in agricultural science and technology organizations
 - Websites and other media that summarize project progress and results and that provide links to other interesting sites
 - reference frameworks, including conceptual and methodological tools to guide the introduction of management innovations, public-private partnerships, and institutional change processes
- Institutional change: Institutional innovations associated to the thematic interests of the project are being applied in pilot cases, and the results are made available to other parties.

Milestones

2000

- New Paradigm project: Training materials on strategic management of institutional change tested and finalized. Collaboration processes with pilot cases initiated. Training modules published. Guiding frameworks for systematization and research in the management of institutional innovation tested. A reference framework for theory building in the management of institutional innovation and collaboration in capacity building projects consolidated. Technical support to pilot cases provided. First mid-term review workshop held.
- Asia: Performance-based management systems implemented (Asia).
- Africa: A report on institutional changes and impact in four West African NARS published.

2001

- New Paradigm project: Technical support to on-going process of institutional change and innovation processes in pilot cases continued. Broad dissemination of training in the region and project experiences and lessons carried out. Publications prepared. Regional workshop to synthesize first phase of project held. Training on strategic management completed. National planning workshops held.
- Asia: Performance-based management systems being implemented. Key management processes revised in the light of strategic management and performance considerations.

2002

- New Paradigm project: Technical support provided to the implementation of institutional innovations in pilot cases. Publications prepared. Broad dissemination of experiences and lessons carried out. Second mid-term review workshop held.
- Asia: regional workshop on performance based management and the required institutional innovations has been held.

2003

- Technical support provided to pilot cases. Pilot cases concluded. Research reports on pilot case experiences published. Final synthesis and evaluation workshop held.

Duration

The project components will be carried out over four years.

Target groups/users

- The national institutes for agricultural research of Argentina, Brazil, Chile, Colombia, Dominican Republic, El Salvador, Honduras, Mexico, Nicaragua, Panama, and Venezuela, as well as Indonesia, Pakistan, Sri Lanka, and Vietnam.
- Regional agricultural research organizations in Latin America (PROCIS) and IICA.
- Universities in Brazil, Venezuela, Ecuador, Colombia, Costa Rica, and USA.
- Research foundations in Venezuela, Ecuador, Bolivia, and Brazil.
- Private sector.
- NGOs and farmers' organizations in Cuba.

Collaborators

All target groups/users can be considered collaborators in the process of generating knowledge. Other collaborators are the University of Hohenheim (Germany), Wageningen Agricultural University (The Netherlands), Agri-Chain Competence Foundation (Netherlands), CIAT, the Asian Institute of Management (Philippines).

Costs (in USD)

1999:	1,571,000
2000:	1,000,000
2001:	1,000,000
2002:	1,030,000
2003:	1,061,000

System linkages

Output 5: Enhancing NARS: 100%

Regional breakdown

Asia	30%
Latin America and the Caribbean	70%

Financing plan

Core; SDC (Switzerland); DGIS (Netherlands); DFC (Ecuador), FONAIAP; NARO (Uganda); USAID (for West Africa study).

Project 6. Impact evaluation: Evaluating results of capacity-development programs in agricultural research and development

Intermediate goal

To expand the production, dissemination, and use of new technology and information by improving the performance of agricultural R&D organizations (shown in terms of efficiency, effectiveness, relevance, and financial sustainability). This will lead to more productive agricultural systems and more sustainable management and use of natural resources.

Purpose

To contribute to the efficiency and effectiveness of capacity-development efforts by making evaluation methods available to CGIAR centers and collaborating regional and national organizations, so that, by 2003, these methods will be used by at least half of the target group.

Outputs

- Enhanced awareness among managers and donors of the roles and limitations of evaluation in managing capacity-development programs and in accounting for their results.
- A set of evaluation studies on capacity development and a synthesis of the results.
- A validated conceptual framework and field-tested methods for evaluating capacity-development programs, available for use by international, regional, and national institutions.

Milestones

2000

- An international workshop held on evaluation of results of capacity-development programs, sponsored by IDRC, ISNAR, and IIRR, to be held in Silang, Philippines.
- Website established on evaluation of results of capacity development for the exchange of information among project participants and stakeholders.

2001

- Review and synthesis workshop held for the individuals responsible for carrying out the evaluation studies.
- A minimum of six evaluations of capacity-development programs completed.

2002

- “Experiences with the Evaluation of Capacity-Development Programs” published, containing an overview chapter on the project, the individual evaluation reports and synthesis chapters on empirical results and methodological lessons.
- Sourcebook completed on evaluating capacity-development programs, including a conceptual framework and a set of field-tested methods.
- Final review and dissemination workshop held to present the project’s empirical results and methodologies to a group of donors, evaluators, and capacity-development practitioners.

Duration

The project will be carried out over three years.

Target groups/users

Principal users of the project’s results (evaluation methods) are the CGIAR centers as well as international, regional, and national organizations that work to strengthen the capacity and performance of agricultural R&D organizations and systems. Secondary users are the NAROs

themselves, who are expected to use the methods to evaluate their own organizational performance and the results of their own capacity-development programs.

Collaborators

Contacts have been made with a number of potential collaborators, including donor organizations, CGIAR centers, other development agencies and NGOs. Initial funding has been provided by IDRC. Additional funding support is likely from ACIAR, GTZ and CTA. Interest in collaboration with the project has been expressed by CIP, CIAT, IPGRI, IIRR, IUCN, WWF, and Care.

Costs (in USD)

1999:	924,000
2000:	267,000
2001:	267,000
2002:	275,000

System linkages

Output 5: Enhancing NARS	100%
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Regional breakdown

Global 100% (may be detailed by region after cases are selected)

Financing plan

Core; USAID; IDRC (Canada); CIDA (Canada); ACIAR (Australia); GTZ (Germany), Danida (Denmark); DGIS (Netherlands); IFAD.

Project 7. Managing biotechnology and intellectual property: ISNAR's Biotechnology Service and the Central Advisory Service on Intellectual Property

Intermediate goal

IBS: Through better tools, training, and advisory services, NARS research managers and policy makers are better able to access and apply biotechnology in an efficient and environmentally responsible way. Applications of biotechnology enhance the efficiency of agricultural research and lead to adoption of innovations by farmers and accepted by consumers.

CAS: The CGIAR will have a service that provides information on intellectual property, such as identifying expertise, assisting centers in coordination and implementation of invention identification and reporting, and advising centers regarding use of proprietary technologies.

Purpose

IBS: NARS will have improved their performance and sustainability through improved management and informed decision making regarding advanced applications of biotechnology, leading to the successful integration of these applications in agricultural research programs and regional networks. Work is organized around three themes: 1) ensuring access to technology, 2) analyzing the impact, and 3) enhancing capacity and leadership.

CAS: Each CGIAR center will be able to identify their intellectual property-related needs and then, with assistance from CAS, develop a plan for managing intellectual property issues

Outputs

IBS: NARS will have appropriate management tools and guidelines. Managers and policymakers will have improved leadership skills. Partnerships linking international expertise to national needs will have been established as well as a set of topical research studies, proceedings, training modules, and a web-based E-Xpert Group.

CAS: CGIAR centers will have confidential expert reports detailing use of proprietary technologies, plans for reporting inventions, and identified strengths in intellectual property. Other services will include a register of experts who can assist in patent and technology transfer issues; web-based and printed educational materials for workshops and internships; and training materials for center-based workshops on intellectual property, proprietary technology rights, and technology transfer.

Milestones

IBS (2000–2002): Two country case studies on improving national biosafety systems carried out. Two studies on adoption and public acceptance of new products commissioned as well as two survey reports on access to and use of proprietary technologies in NAROs. Four reports on research investment indicators, four evaluations of innovation, two applications of the analytic hierarchy approach to biotechnology priority setting, and two synthesis reports of research results and management recommendations completed. One regional management training course held in Asia. Two country-level management courses held. Two regional management courses conducted in Africa. Distance learning modules developed.

CAS (2000–2001): Confidential agreements established between ISNAR and each CGIAR center. Standardized forms developed, to be used as starting documents (negotiating document) for intellectual property reporting, material transfer agreements (MTAs), nondisclosure agreements (NDAs), and licensing agreements/arrangements. (Confidential) outlines of intellectual property portfolio and (confidential) identification of potential areas of IP activity prepared at each center.

Duration

IBS: Activities over life of MTP.

CAS: This is a two-year project over 2000–2001. Activities in 2002 and 2003 will grow out of needs identified in first two years of operation.

Target groups/users

IBS: NAROs, universities, private institutions, NGOs, and end-user representatives.

CAS: CGIAR centers and scientists within them.

Collaborators

IBS: The project builds on a network established during previous MTP periods, including national agricultural research and planning agencies in partner countries; relevant regional initiatives (such as ASARECA, AARINENA, and IICA); other CGIAR centers; international and regional biotechnology initiatives (e.g., ABSP and BIO-EARN); advanced research institutes such as DLO (Netherlands), INBio (Costa Rica), Virginia Tech (USA), ETH (Switzerland); and interested donor organizations such as DGIS (Netherlands), SDC (Switzerland), Japan-ODA, DFID, Rockefeller Foundation.

CAS: Guided by an external advisory group, CAS is linked to CGIAR centers through the Center Directors Committee. Collaborators will include Queen Mary Intellectual Property Research Institute, Australia, British Technology Group International Ltd. (BTG), International Union for the Protection of New Varieties of Plants (UPOV), European Patent Office (EPO), World Intellectual Property Organization (WIPO), and other regional IP/TT offices, as appropriate.

Costs (in USD)

1999:	1,390,000
2000:	1,400,000
2001:	1,733,000
2002:	1,785,000
2003:	1,839,000

System linkages

Output 4: Policy	25%
Output 5: Enhancing NARS	75%

Regional breakdown

Sub-Saharan Africa	30%
Asia	30%
Latin America and the Caribbean	15%
Global	25%

Financing plan

IBS: Core: 25%, donors: 75%. A consortium of donor agencies sponsors IBS. The Netherlands' Ministry of Foreign Affairs supports it at NLG 500,000 per year until 2002. The Swiss Government, through its Agency for Development and Cooperation, provides support of SFr 300,000 per year until 2000. The Government of Japan, through its Official Development Assistance, provides financial support at USD120,000 per year, primarily intended for the annual management course on biotechnology. The UK's DFID agreed to earmark GBP75,000, as part of its core contribution to ISNAR, to activities undertaken on biosafety and IPR.

CAS: ISNAR/IBS: 30%; CGIAR 70%.

Project 8. Information and communication technologies service

Intermediate goal

It is of vital importance that developing-country NARS do not miss out on the information revolution. This project assists NAROs in developing and improving communication strategies by collaborating with users and information and communication technology (ICT) managers in developing management tools, Website development, policy directives, and training and advisory services. This will help NAROs identify appropriate strategies and policies for information management and the implementation of new knowledge and ICT technologies for agricultural research.

Purpose

Managers will be able to make better informed decisions in applying ICT and successfully integrate ICT in agricultural research programs and relevant networks.

Outputs

- Identification of improved policies and strategy developments that will enhance capacity in information/knowledge technologies and improve the ability of NARS to filter information available over the Internet.
- Enhanced management leadership skills among research/information managers and policymakers for integrating ICT in agricultural research programs.
- Registry of international expertise that will provide advice responding to technical, policy, and management needs for ICT.
- A set of topical research studies, management guidelines and tools, training modules and Web-based “E-Xpert Groups”, e-mail-based newsletters, and e-mail-based dissemination of materials.

Milestones

Thematic area 1: Ensuring access to ICT

2000

- Recruitment of a research officer for information.

2000–2002

- CGIAR-wide Intranet construction undertaken, addressing NARS needs and interests.
- Computer, E-Xpert group established, involving ISNAR and other CGIAR centers, international experts, and NARS representatives.

2001

- Two country case studies conducted analyzing the functioning and potential improvement of information systems/strategies for agricultural research.
- One national or regional workshop held on information/knowledge management and strategy development.

2002

- Two impact studies conducted for the introduction of specific strategies and/or information/knowledge technologies, including analysis of efficiencies and management
- At least three synthesis reports published, highlighting substantive results and management recommendations and guidelines.

Thematic area 2: Enhancing capacity, management, and leadership in ICT

2000–2002

- One regional management training course conducted per region, incorporating lessons and tools derived from thematic area above.

- Website established linking relevant ISNAR reports, electronic newsletter, E-Xpert Group discussions, and clients.

2001–2002

- At least two in-country management courses developed and conducted, based on action plans developed in regional training program

2002

- Training-of-trainers and distance learning modules developed and tested.

Duration

2000–2003

Target groups/users

NAROs, universities, private institutions, NGOs, and end-user representatives.

Collaborators

National agricultural research and planning agencies in partner countries; relevant regional initiatives (e.g., ASARECA, AARINENA, APAARI, and IICA); other CGIAR centers; international and regional information initiatives (e.g., CABI and CTA); and interested donor organizations (e.g., DGIS, SDC, Japan-ODA, DFID, Rockefeller Foundation)

Costs (in USD)

1999:	206,000
2000:	333,000
2001:	400,000
2002:	412,000
2003:	424,000

System linkages

Output 4: Policy	25%
Output 5: Enhancing NARS	75%

Regional breakdown

Global 100%

Financing plan

- Japan's Ministry of Foreign Affairs (Overseas Development Assistance) has financed annual IM/IT policy workshops in Asia. The current five-year project comes to a conclusion end of 2000. Continued support to the information projects will be discussed with authorities of the government (see also MTP project 16: NARS Fundamentals).
- Iran's Agricultural Research, Education, and Extension Organization (AREEO) will finance a joint ISNAR/Iran program of IM/IT development
- Reimbursable services. Countries and their donors requesting assistance with information strategies will provide significant cost recovery.
- Unrestricted core. Helping NARS gain access to and use information is one of ISNAR's three strategic objectives. Ensuring targeting dissemination of ISNAR's own information is a principal means of accomplishing its mandate.

Project 9. Agricultural research and the environment: Focus on agriculture and health

Intermediate goal

The impacts of the AIDS pandemic in Africa are devastating for many farming communities. The growing scarcity of labor is forcing changes in farming systems, and knowledge chains are broken, depriving children of their informal teachers in farming. This project analyzes the impacts on the production systems that are served by agricultural research. It creates awareness among research directors and managers of the need to revise research agendas to mitigate the effects on agricultural production and to strengthen the ability of farmers to develop and maintain ways of coping with the situation.

Purpose

The project will enable agricultural R&D institutions to respond effectively and appropriately through their research to the effects of AIDS-related morbidity and mortality on agricultural production.

Agriculture and health are intimately linked: agriculture provides food essential to health and it is the basis for livelihoods. Healthy people provide the labor and knowledge that underpin agricultural production and innovation. By far the most important emergent disease at present is AIDS. In a number of African countries, more than one in five adults are or soon will be infected with HIV. The consequent losses in labor, knowledge, and capital are forcing farming households to reduce the care they expend on their crops and livestock, to diminish the land they cultivate, and to shift to less demanding activities. The impoverishing effects are apparent not only locally, but also more widely in the economy as production declines. Communities that are affected are far from passive in the face of this onslaught, altering their use of land and resources. Institutional support, however, is often lacking.

R&D institutions in agriculture may not be responding to these situations because they are not aware of the magnitude of the problem or because they do not know what they can do to help solve what they perceive as a health problem. In the case of AIDS, responses by research are also affected by the toll the epidemic is taking on the institutions themselves. R&D institutions in different sectors will need to collaborate to address these problems effectively and to support local responses, avoiding the organizational inefficiencies that are a hazard of multi-institutional initiatives.

The farming households affected by AIDS will ultimately benefit. They will be better supported by agricultural R&D institutions in their struggle to survive and innovate. More widely, farmers, consumers, and others who depend on agricultural production would be better protected from the disruptions and shifts in agricultural output that AIDS and related diseases would otherwise cause.

Outputs

In the immediate term, our work will focus on AIDS and African agriculture. The primary output of our partnership with R&D institutions will be to support their actions through revised research agendas, aimed at supporting innovation by AIDS-affected households and communities, contributing to developing strategies to cope with the epidemic's impoverishing effects. This will be made possible by better understanding of the impact of the epidemic on agricultural systems and livelihoods and by establishing feasible priorities for these institutions. Methods in research and research management would be of an "international public goods" nature, which would be of benefit to many countries in Africa and likely in Asia, where the epidemic is taking hold.

Duration

Agriculture and the Environment is a strategic thrust that continues throughout the MTP period. The focus on HIV/AIDS is an exploratory activity that seeks new sources of funding.

Milestones**2000**

- National workshops held to build institutional support and define a detailed program of work.

2001–2003

- Research carried out to fill critical gaps in understanding of AIDS impacts and of feasible institutional responses.

2001–2004

- Priority actions by R&D institutions formulated and implemented.

Target groups/users

Managers and program leaders agricultural R&D institutions, in both the state and nonstate sectors; NARS leaders.

Collaborators

Key R&D institutions in partner countries; relevant national ministries; ASARECA; UN Partnership Against AIDS in Africa, especially UNAIDS, UNDP, FAO; Univ. of East Anglia; Wageningen Agricultural University; possible donors: WB, CIDA, IFAD.

Cost (in USD)

1999:	329,000
2000:	200,000
2001:	133,000
2002:	137,000
2003:	141,000

System linkages

	2000	2001	2002	2003
Output 4: Policy	60%	60%	50%	40%
Output 5: Enhancing NARS	40%	40%	50%	60%

Regional breakdown

Sub-Saharan Africa	100%
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Financing plan

2000: Special project funding and limited core. This exploratory project addresses one of the most pressing problems of sub-Saharan Africa.

Project 10. Improving tools for research policy formulation, strategic planning, research linkages, and research system development (Discontinued; some incorporation in Project 1)

Intermediate goal

NARS policymakers, research managers, and development practitioners will have access to the knowledge and tools for improved research policy formulation. From ISNAR materials they will have insights and guidelines for designing technology systems that are in line with the trend towards liberalization, privatization, and globalization. ISNAR research will maintain competencies in the areas of research policy, planning, and system design. The conditions for successful regional and transnational cooperation will be better documented for use in strengthening the contribution such entities make to the achievement of NARS goals.

Purpose

Agricultural research systems worldwide continue to seek ways to plan research and reorganize their research capacity to improve transparency and to take into account the linkage opportunities offered by a global technology market. Weak linkages with other research organizations with complementary skills and resources constitute a major constraint to efficiency. Many have no entities that facilitate or coordinate research in the country, or the different entities do not know or accept their respective roles. Often, linkages with institutions outside the system are weak, or these linkages are not functional.

As a result of this project the following impact on the NARS are anticipated:

- Clear research policies will guide NARS in developing research strategies and system structures, particularly in countries where ISNAR and ISNAR associates are directly involved.
- NARS will gain improved understanding of the issues involved in system development and the tools available.
- NARS will operate more effectively as a real system and able to interact with new actors.
- ISNAR itself will have enhanced capacity to respond to requests for system development.
- Regional and global cooperation will be improved.

Outputs

Research policy

- Tools and approaches for NARS for developing consistent agricultural research policies, in particular setting research agendas, funding agricultural research, and strategies of international acquisition and exchange of agricultural innovations and information.
- Information and training materials through print and electronic media.
- NARS users and ISNAR Associates backstopped in applying techniques.

Systems design and linkage analysis

- Briefing paper on policy formulation for NARS.
- Assistance to NARS in improving system design, planning, and linkages.
- Research reports analyzing and describing factors that help NARS improve their performance by enhancing the design of their system and improving links with universities.
- Assistance in reorganizing selected NARS, leading to better linkages with clients and users (extension, farmers' organizations, NGOs).
- Training manuals on methodologies for linkage analysis and improvement.

Duration

In the light of financial restrictions, ISNAR is unable to continue to direct core funds to this project. It will be discontinued in 2000. Only pipeline activities with final products for publication or delivery will be continued, particularly those relevant to ISNAR's new thrust on globalization and emerging policy issues.

Milestones**2000**

- Final report of "Universities in NARS" project published; diagnostic guidelines and lessons disseminated.
- Papers for Global Forum and triennial meetings of International Association of Agricultural Economists submitted.
- Contributed to workshop on competitive financing (Embrapa/World Bank).
- Briefing paper on policy instability in Africa published.

Users

- Primary users in **research policy** are NAROs and ministries of agriculture and planning involved in national agricultural research policy and planning.
- Primary clients in the area of **research system development** are senior managers of agricultural research institutions and research system managers.
- Secondary clients include policymakers and donor agencies.

Collaborators

- International and regional organizations (CORAF, ASARECA, SACCAR, APAARI, AARINENA, PROCIs, SICTA, PROCICARIBE, SPAAR, Global Forum).
- Development agencies (e.g., GTZ, FAO, Sida), training institutions, and universities (e.g., University of Hohenheim).
- NARS participants in studies of policy instability and university collaborators in study of strengthening the role of universities in development-oriented research.

Cost (in USD)

1999: 277,000
2000: — (pipeline activities under MTP project 1)
2001: —
2002: —

System linkages

Output 4: Policy	25%
Output 5: Enhancing NARS	75%

Regional breakdown

Sub-Saharan Africa	25%
Global	75%

Financing plan

Pipeline activities in 2000 will be completed under MTP project 1: Globalization and emerging policy issues.

Project 11. Integrated project-based agricultural research management systems (Discontinued)

Intermediate goal

Agricultural research organizations in developing countries will have access to the knowledge and the tools needed to manage research-management-related information more effectively and efficiently. They will have guidelines for developing integrated management systems with clearly defined roles and responsibilities, new procedures for project formulation, budgeting, monitoring, and evaluation and management information systems that provide consistent information to decision makers at various levels.

Purpose

ISNAR's partners in NARS and allies in serving NARS will have a set of compatible "component methods" for project planning, budgeting, management, and evaluation as well as management information systems that support project management. To this end, ISNAR will diagnose needs for management information.

Outputs

Tools and methods for research managers to improve their project planning and management tasks.

Milestones

The following will all occur by 31 July 2000, when this project is ending:

- Book "Information Systems for Agricultural Research Management" copublished by ISNAR and CTA in June.
- Phase 1 "Distance Learning" of the MIS Training & Implementation Project, involving six countries, completed in March. Phase 2 "MIS Workshop" and phase 3 "Seminar for Top Management" completed in April. Phase 4, in-country MIS implementation backstopping, expected to proceed over the following 18 months but will be passed from ISNAR to the United Developers Foundation (UnDF).
- A new version of INFORM-R, to be called INFORM-R 2000 (compliant with Microsoft Office 2000) released. This will be the last INFORM-R output from ISNAR—future development will be assumed by UnDF.

Duration

The project ends 31 July 2000. ISNAR will then transfer the developed software and associated technologies to UnDF.

Target groups

Research managers at all levels.

Collaborators

- Contributors to the publication "Information Systems for Agricultural Research Management" came from five NAROs, two CGIAR centers, and some private organizations and persons. It will be co-published by CTA.
- The MIS Training & Implementation Project is in collaboration with the NARS in Bangladesh, Ghana, Sri Lanka, Tanzania, Uganda, and Zambia.
- The new INFORM-R 2000 may include Internet compliant features developed in collaboration with the Netherlands' Organization for Scientific Research (NWO).

Costs (in USD)

1999:	399,000
2000:	133,000
2001:	—
2002:	—
2003:	—

- The book “Information Systems for Agricultural Research Management:” the only remaining costs are those of printing and distribution. CTA has agreed to cover the costs of 400 copies.
- The MIS Training & Implementation Project: This project is being managed on a self-financing basis. The six participating countries are each being asked to pay costs that will cover all project-related variable costs.
- INFORM-R 2000 is covered by a contract with Blue Line Development for USD10,200.

Regional breakdown

Sub-Saharan Africa	60%
Asia	40%

System linkages

Output 5: Enhancing NARS	100%
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Financing plan

Core.

Project 12. Gender relations in agricultural research: Improving access to knowledge

Intermediate goal

To provide NARS managers with policy and management options for taking gender into account in improving the performance and impact of agricultural research that will result in more socially equitable and sustainable development.

Purpose

By 2002, NARS, ISNAR, and other CGIAR centers will have improved access to knowledge on gender relations and agricultural research.

Outputs

- Defined guidelines, policies, and strategies for engendering agricultural research policy, organization, and management. This will be based on compilation of existing knowledge within ISNAR, the CGIAR, and global agencies.
- Collaboration with key gender programs in the CGIAR: the Participatory Plant Breeding and Gender Analysis program (PRGA) and the CGIAR Gender and Diversity Program.
- A database and analysis of baseline information on professional women in national agricultural research systems (known as the WiNAR project).
- Establishment of a special advisory group for the project.
- International meeting on institutionalizing gender in agricultural research.
- Research reports, discussion papers, and published articles on gender and agricultural research.

Milestones

2000

- First WiNAR draft discussion paper prepared
- Functional database on female researchers in NARS (WiNAR project) prepared.

2001

- Information compiled on existing gender policies, projects, and specialists relevant to agricultural research
- Key information made available on a Website.
- At least three research papers produced on gender in agricultural research.
- Meeting held on the key findings of ISNAR's compilation of information on gender in agricultural research.
- At least three fundable ISNAR research/capacity building projects for 2002 elaborated.

2002-2003

- Funded research and capacity-building projects executed.

Duration

This project will be active January 2000 – December 2001.

Target groups/users

Primary beneficiaries include policymakers, research leaders, university lecturers, senior managers, and human resource development specialists in the private- and public-sector organizations comprising the NARS. Secondary beneficiaries are ISNAR's own staff and CGIAR researchers, whose awareness about gender and development issues is expected to be strengthened in this project.

Collaborators

Close partnerships are expected with researchers worldwide, in particular in NARS in sub-Saharan Africa. Networking with CGIAR centers and various international agencies (FAO, IDS-Sussex University, UNDP, UNIFEM, World Bank, etc.) is central to this initiative.

Costs (in USD)

1999:	25,000
2000:	200,000
2001:	333,000
2002:	343,000
2003:	354,000

System linkages

Output 3: Sustainable production	30%
Output 4: Policy	30%
Output 5: Enhancing NARS	40%

Regional breakdown

Sub-Saharan Africa	30%
Global	70%

Financing plan

Efforts will be made to mobilize resources for this project from interested donor agencies (e.g., Norway, Sweden, the Netherlands, Canada, Japan), private foundations, and the CGIAR programs (PRGA, Gender and Diversity Program).

Project 13. Strengthening NARS through diagnostic reviews, planning, and facilitation of institutional development

Intermediate goal

ISNAR continues to receive a very large number of requests for assistance from developing-country NARS. As one of the few international institutions with specialized expertise in research management, ISNAR serves as an honest broker among technical and financial agencies. The purpose of this project is to improve the organization and management of agricultural R&D organizations and systems so that they become more efficient, effective, relevant to their clients' needs, and financially sustainable. This will result in more productive agricultural systems and better management and use of natural resources.

Purpose

The project responds to demands from agricultural research organizations for advisory services to support their institutional development, through direct use of headquarters staff, ISNAR's Global Associates, and other specialists from developing countries. While striving to minimize the costs of requested activities, ISNAR will continue to aim for cost recovery in this project.

Outputs

- Organizational and system reviews by national teams, assisted by ISNAR
- Research policy documents, strategic plans, and program plans developed by national teams, assisted by ISNAR.
- Short-term advisory missions on specific themes in which ISNAR is competent.
- Technical contributions to regional and national workshops on themes in which ISNAR has a special expertise.

Nearly half of these outputs will be realized in Africa.

Milestones

2000

- Iran: New approaches to program formulation institutionalized in two provinces.
- Eritrea: Program formulated for MoA/Danida.
- Caribbean: Participated in IICA-led external review of CARDI.
- Honduras: Participated in FHIA institutional evaluation and impact assessment, strategic planning, and development of an endowment fund.
- Vietnam: Carried out research policy formulation, strategic planning, and medium-term planning for MARD.

2000–2001

- South Africa: Assisted in strategic planning, program planning, and structural reform in ARC.
- Mozambique: Assisted in improving research and management capacity.
- Nicaragua: A three-year institutional development plan prepared that articulates public and private roles in technology generation and that proposes strategies to implement required change.
- Zambia: Medium-term priority setting conducted; MIS upgraded; workshops on participatory research held; study on public/private sharing of responsibilities and costs conducted.
- Uganda: Long-term strategy for decentralizing research designed; medium-term plan prepared; MIS upgraded; M&E capacity improved; staff performance assessment system institutionalized.

2000–2003

- Institutional or system evaluations and plans in one-two countries carried out annually, as cost recovery permits.
- Strategic plans and program plans in two-three countries developed (annually).

- Participatory research processes or improved research management capacity adopted in at least one country (annually).
- Requests from Caucasus and Central Asia for planning and organizational change honored.

Duration

The project continues throughout the life of the MTP.

Target groups/users

Principal users are the national agricultural research organizations and systems. Secondary users are technical assistance organizations and donor agencies.

Collaborators

- Members of ISNAR's Global Associates: a network of individuals with a long-term association with ISNAR and ability to meet country requests from a regional or national base.
- Other developing-country specialists in aspects of research organization and management.
- Collaborating institutions (many), management institutes, and other CGIAR centers.

Costs (in USD)

1999:	1,078,000
2000:	867,000
2001:	1,00,000
2002:	1,030,000
2003:	1,061,000

System linkages

Output 5: Enhancing NARS: 100%

Regional breakdown**From 2001**

Sub-Saharan Africa	40%
Asia	20%
Latin America and the Caribbean	20%
West Asia / North Africa	10%
Central Asia and the Caucasus	10%

Financing plan

- ISNAR core
- Multilateral sources (World Bank, UNDP, FAO, ADB, IADB, AfDB, IICA, IFAD, EU).
- Bilateral sources (national governments of partner countries (e.g., Iran, South Africa) and donors of NARS projects: DANIDA, DFID, BMZ, CIDA, JICA, USAID, DGIS, SDC).

Project 14. Central Asia and the Caucasus: The double transition (Discontinued)

Intermediate goal

Countries of Central Asia and the Caucasus (CAC), previously with few contacts to the global world of agricultural research, will have access to information and institutional development advice, particularly on organizational change, as they establish flexible and responsive structures and policies for agricultural research, extension, and education. The CGIAR and donors seeking to assist countries undergoing a double transition will have better information and understanding of the change process.

Purpose

NARS and agricultural policy-making leaders in CAC are rebuilding their agricultural research systems. The new systems need to reflect new national needs and interests arising from transition as well as to engage the broader global forces that are changing agricultural research and technology generation and dissemination everywhere. Agriculture is the foundation on which the future of these economies will be built, and research systems must contribute constructively to developing national policies and societies. This project helps NARS leaders in the region to establish flexible and responsive structures and policies for agricultural research, education, and extension.

The project directly contributes to CGIAR system outputs and purposes related to improved policies and NARS performance and broad implementation of CGIAR outputs. It provides

- organizational, management, and policy-making tools
- information about and analysis of trends and options
- enhanced access to networks.

At the conclusion of the project, the NARS of Central Asia and the Caucasus will have the following:

- Enhanced capacity in specific constituent elements to manage the changes needed to ensure more effective and efficient functioning.
- Capacity built in an “active mode” through supporting the implementation of specific organizational and management changes.
- Improved implementation of donor projects and increased impact in the full range of crop- and ecoregional-specific activities.

Outputs

This was the only project in ISNAR’s portfolio with a unique regional focus. It was designed to initiate ISNAR involvement in the CAC region and to lay the research base for services to countries. The project called for the following:

- Country reports with descriptive and comparative assessments of status of NARS in CAC.
- Research report with comparative assessments of status of NARS in CAC.
- Training and technical support for strategic planning, priority setting, and development of specific plans for organizational, management, and policy change for NAROs and other NARS components.
- Training and technical support for implementing specific organizational, management, and policy changes identified, including development of regional networks and fora.
- Translation of relevant ISNAR documents into Russian.
- Research on the “triple transition:” the change from centrally planned to market-based economies, from closed to global trade regimes, and from public to private nature of agricultural research, and its implications to governance and priority setting.

Duration

Throughout the entire 2001-2003 MTP period and likely for some years beyond, with specific objectives, inputs, and outputs adapting to reflect the changing and different needs of the NARS of the region.

This project is being discontinued as a special initiative in mid-2000 with the publication of studies undertaken in 1999. The outputs identified above will be provided as for any other region from ISNAR's general programs of NARS strengthening, training, and research.

Milestones**1999**

- Assistance to Georgia and Ukraine continued; Country profiles prepared.

2000

- Technical assistance provided to Ukrainian Academy of Agricultural Sciences (subject to project funding).
- Research report completed; in-depth study of change in Georgia published; three country profiles published.

Target group/users

Policymakers and research leaders in NAROs and other NARS constituent elements (such as ministry of agriculture, agricultural university, organizations providing information and extension).

Collaborators

- NAROs and other NARS components (such as ministries of agriculture, agricultural universities, NGOs, and others interested in extension) in all eight countries.
- Participating entities in the CGIAR "Collaborative Research Program for Sustainable Agricultural Development in Central Asia and the Caucasus" (IARCs, NAROs, donors).

Cost (in USD)

1999:	344,000
2000:	67,000
2001:	—
2002:	—
2003:	—

System linkages

Output 4: Policy	50%
Output 5: Enhancing NARS	50%

Regional breakdown

Central Asia and the Caucasus	100%
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Financing plan

Donor project-based support required for cost recovery on advisory service projects. Core funding supports project proposal preparation and some other research activities with global implications. Collaboration with other IARCs and local counterparts.

Project 15. Strengthening institutions to participate in the emerging global research system

Intermediate goal

Through this project, NARS will not only benefit from the emerging global research system but also play an active role in orienting that system to NARS' needs. NARS will be better able to respond to the challenges of a dynamic international private sector and, by creating new modes of subregional collaboration and regional for a, play an important role in developing the new rules of trade and investment that govern their future.

Purpose

Issues of globalization and governance come together in strengthening institutions to participate in the emerging global system. The progress of science, communications, and international flow of technology creates new realities for NARS. ISNAR's work on globalization seeks to monitor these trends and their implications for NARS, while its work on governance seeks to improve understanding of the change process and how to manage it. NARS and their donors are engaged in developing institutions to participate in the emerging global agricultural research system and to ensure that developing countries are the owners and not the victims of scientific, economic, and institutional changes.

The project

- provides technical assistance to the NARS Secretariat of the Global Forum for Agricultural Research (GFAR)
- ensures that developing countries are aware of the emerging global research system, have the knowledge to respond to it, and are assisted in taking appropriate steps to benefit from it
- makes available to the NARS, subregional organizations, and GFAR the relevant information and knowledge generated by ISNAR through its research on globalization and governance
- strengthens capacity of NARS for managing networks and regional programs.

The expected gains will be in both the NARS and the institutions that were created to strengthen them. Stronger governance mechanisms in NAROs and NARS will help the process of globalization, incorporation of state-of-the-art research findings in development of institutions, and NARS-NARS exchange.

The target groups of the NARS Secretariat are the developing-country regional and subregional fora. As the strengthening of these mechanisms is a long-term process, the main gain achieved in 1999 was mobilizing them behind this new initiative of GFAR and improving their understanding of the facilitator role of the NARS Secretariat.

Concrete activities have now been initiated by each regional and subregional forum with the assistance of the NARS Secretariat, in particular in the fields of information and communication and of research partnerships. These actions are definitely contributing to the strengthening of regional and subregional collaboration and to an agricultural research system which becomes more effective.

Outputs

The outputs in 1999 were the success of the NARS Secretariat, which was initiated and then assisted by the ISNAR-seconded Senior Advisor:

- Full operationalization of the NARS Secretariat (officially opened in August 1998 by the ISNAR seconded Senior Adviser).
- Preparation and approval by the GFAR and NARS steering committees of the first GFAR program of work 1999–2000.
- Support to the design and implementation of regional and subregional information systems.
- Promotion of cost-effective research partnerships.

- Use of ICT in developing a global knowledge system for agricultural research for development.
- Organization of an international consultation on enhancing global cooperation in agricultural research information and follow up activities with all stakeholders
- Contribution to the establishment of a consortium for the development and maintenance of tools for information management in national agricultural information systems

Milestones

1999–2000

- GFAR program of work presented at Global Forum organized in Dresden, May 2000.
- ISNAR direct support to NARS Secretariat through secondment of Senior Advisor terminated. Support assumed by donor agency.

Duration

Direct support to the NARS Secretariat in the form of seconded personnel will be discontinued in July 2000, unless new funds are found. Requests for support of a technical nature from the Global Forum, NARS Secretariat, and subregional organizations will be addressed to other relevant programs.

Target groups/users

The direct beneficiaries of this core-funded activity have been the Global Forum and the NARS-Secretariat.

Cost (in USD)

1999:	636,000
2000:	133,000
2001:	—
2002:	—
2003:	—

Collaborators

The principal collaborators have been the subregional and regional organizations that direct the NARS Secretariat. IFAD and the FAO are cosponsors with ISNAR of the NARS Secretariat while the World Bank has hosted the Secretariat of the Global Forum.

System linkages

Output 5: Enhancing NARS 100%

Regional breakdown

Global 100%

Financing plan

Core support to NARS Secretariat to July 2000. Targeted support sought for NARS-NARS collaboration.

Project 16. NARS Fundamentals: The essential reference for managers of agricultural research

Intermediate goal

Research policymakers, research managers, and their advisors will have a clear, consistent, and concise reference to help them guide their approach and structure processes to enhance performance of their organizations and research systems. Building on a knowledge systems framework, “NARS Fundamentals” will provide consistent discussions of the key policy and management issues facing NARS leaders. As a result, they will be better able to evaluate the often-conflicting advice and recommended process proposed by different sources of technical assistance, and they will be better able to design policy and management interventions. Knowledge will be structured and presented in different formats for different users.

Purpose

By 2002, research policymakers, research managers, and their advisors will have access to the synthesis of knowledge generated by ISNAR and by the NARS themselves in key policy and management issues and the options NARS leaders have for responding to them. Particular emphasis is put on reporting on NARS experiences. The policymaker will have access to a discussion of the technical processes and analytical information needed to decide on a course of action. This discussion of process and tools will be designed primarily for use by technical advisors to the NARS leader or policymaker. This will be supported by a compendium of excerpted materials that integrates NARS and ISNAR experiences. The compendium provides links and abridged materials allowing a manager or planner to adapt his actions further to his or her own situation. This will include material found in ISNAR’s training modules available on CD-ROM and the Internet. A key gain to research leaders and policymakers will be the consistency in the treatment of policy and management issues.

Outputs

- NARS Fundamentals Vol. 1: A basic handbook of research policy and management for policymakers, research leaders, and research management advisors.
- NARS Fundamentals Vol. 2: An implementation guide for research planners and managers.
- NARS Fundamentals Vol. 3: Readings, exercises, cases, and multimedia materials for reference purposes as well as for trainers and distance learning

Milestones

2000

- NARS Fundamentals handbook drafted. Five of the 10 sections of the implementation guide drafted. Key sources identified. Excerpts of literature and training materials made. Electronic links for the cases and selected readings volume established.

2001

- NARS Fundamentals handbook published. Drafts of remaining five sections of implementation guide completed. Readily available source materials identified. Reference guide published pending availability of excerpted material in readings and cases. Throughout the development of the project, this activity will be closely integrated with ISNAR’s research and training activity.

Duration

This project will begin in 2000 and deliver its expected outputs primarily in 2001–2002. By the end of 2002/early 2003 the activity will be at a stage where it can be maintained through regular updating electronically.

Target groups/users

The product is designed to serve three categories of users: policymakers, research management advisors, and technical implementers of research planning and management processes. The guide will be equally useful to the development community as it seeks to provide coherent advice to its partners in developing countries. ISNAR's own staff will be significant users in their advisory and training activities. Through training of trainers and distance learning (see MTP project 18), ISNAR will ensure a multiplier effect of its knowledge.

Collaborators

ISNAR's materials have long served as raw material for collaborators in technical assistance and donor agencies (FAO, World Bank, CTA, GTZ, IICA). The project will be developed in consultation with such agencies and some may become partners in the development and practical use of this reference.

ISNAR's training materials are used in courses by various regional management institutes (e.g., ESAMI, Mananga, PAID). Collaboration with them will be sought in the development and validation of materials and in the training of trainers.

Costs (in USD)

1999:	49,000
2000:	533,000
2001:	533,000
2002:	549,000
2003:	566,000

System linkages

Enhancing NARS	100%
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Regional breakdown

Global	100%
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Financing plan

- Core unrestricted.
- Additional donor support for material development and translation into Spanish, French, and Russian is open to discussion. The Government of Japan will be approached to include some activities of this project in its earmarked support for Information.

Project 17. ISNAR Global Associates: Model for cost-effective strengthening of agricultural research in developing countries

Intermediate goal

The project aims to expand assistance to developing countries in a cost-effective manner to bring about lasting improvements in the performance of their NARS and NAROs. It will also promote the development and use of regional expertise in responding to NARS' needs.

Purpose

The ISNAR Global Associates Program builds a network of outstanding, experienced professionals, mostly from developing regions, to work for ISNAR on a part-time as-needed basis. ISNAR Associates strengthen the capacity of ISNAR's HQ-based programs, which, in turn, backstop and continuously support a network of Associates.

The project aims to

- build capacity in NARS. By working closely with NARS, Associates not only help strengthen other NARS but also enhance their ability to serve their own organizations.
- expand expertise available to NARS. The part-time nature of the ISNAR Associates allows ISNAR to tap into specific areas of expertise or linguistic skills that it may not afford on a full-time basis.
- establish teams for strengthening NARS. The local contacts and expertise of the Associates network complement ISNAR's global knowledge, resulting in global teams with a local outlook.
- deliver support to NARS in a cost-effective manner. Through its network of Associates, ISNAR can respond more quickly, at reduced staff and overhead costs, to NARS requests for service, with an excellent understanding of local issues, a capacity to access local knowledge easily, and expertise that is recruited as necessary.

NARS will have access to a wider body of skills, faster response, and complementary backstopping from ISNAR. The skills of Associates will be enhanced through contact with and participation in ISNAR's research. The relevance and local adaptation of ISNAR approaches will be improved. ISNAR will have significantly expanded its presence in the developing regions. With experience, an optimum number of ISNAR Associates will be identified.

Outputs

- A network of research management and policy specialists able to participate in delivering ISNAR products and services accessible to and used by NARS.
- Access for NARS to specialized skills that are available from part-time Associates.
- Reduced costs in the delivery of ISNAR services to NARS.
- Associates are updated on current knowledge, useful for their own institutions.

Milestones

2000

- Network of Associates expanded to 20.
- Share of ISNAR service and training requests by the Associates increased significantly.

2001

- Number of ISNAR Associates increased to 30.
- Percentage of service and training requests met by ISNAR Associates increased.

Duration

The projects will continue throughout the MTP period.

Target groups/users

- NARS that benefit from proximity, region-specific understanding, technical, and linguistic skills of ISNAR Associates.
- National organizations that gain from the increased expertise and experience of their staff collaborating as ISNAR Associates.
- Donors and other partners needing accelerated response and reduced costs to achieve financing goals.
- Subregional organizations that need such Associates, complemented by ISNAR institutional support.
- Regional and national management training institutes.

Collaborators

- Public and private organizations, universities, and NGOs that allow their staff to participate in ISNAR Associates Program.
- Subregional organizations that facilitate transnational collaboration.
- Regional and training institutions.
- ISNAR Associates themselves, whose skills and experience are upgraded in benefit of their own organization.

Costs (in USD)

1999:	275,000
2000:	533,000
2001:	400,000
2002:	412,000
2003	424,000

System linkages

Output 3: Sustainable Production	15%
Output 4: Policy	15%
Output 5: Enhancing NARS	70%

Regional breakdown

Global 100%

Financing plan

Individual ISNAR Associates will be financed by specific projects. Special donor support is being sought.

Project 18. Training and capacity building for strengthening NARS: New and improved training tools and processes incorporating ISNAR research results

Intermediate goal

Strengthening NARS—ISNAR’s mandate—requires concerted efforts to build capacity in key areas of agricultural research policy, organization, and management. ISNAR’s education and capacity-building function is led by its Training Unit. The Unit works with ISNAR program staff as well as directly with researchers and research organizations in NARS to assist them in improving their performance and ensuring that the efforts to build capacity in agricultural research are sustained in the long term.

Purpose

By 2002, NARS will have access to opportunities for capacity building, training modules, trained trainers, and innovative training processes, such as distance learning in key areas of agricultural research policy, management, and organization.

Outputs

High-quality training modules and materials available in at least two languages and formats (hard copy and electronic) as international public goods for use by NARS trainers, management development institutes, NGOs, universities, etc.

- Trained trainers in agricultural research management and in policy and organization of agricultural research.
- Training modules and materials on a range of topics in agricultural research management that are accessible and easily used and adapted by NAROs.
- Website development to support dissemination of training modules and distance learning.
- Clear training guidelines, policies, and strategies for improving NARS training function.
- Better training through collaboration with CGIAR centers.
- Training events and participants databases and evaluations of training events.
- Creation/strengthening of role of training officers in participating NAROs.

Milestones

Annually

- At least four new training modules completed.
- At least one intercenter training activity carried out.
- One regional training activity supported.

2001

- Groups of trainers trained in at least three sub-Saharan NARS. At least 10 trainers trained in West and East Africa and Latin America to create multiplier effect for ISNAR’s training programs.
- Training function permanently established in at least one NARO in sub-Saharan Africa and one in Latin America.
- At least three NAROs with trained training officers.

Duration

This project will be active throughout the planning period 2001-2003.

Target groups/users

ISNAR's training activities directly benefit NARS researchers, managers, and their research organizations. The main target groups include research program leaders, senior managers, training officers and trained trainers. ISNAR's own staff will also be significant users of training activities.

Collaborators

ISNAR's training activities have long been conducted in close partnership with NARS worldwide, particularly the NARS in sub-Saharan Africa. ISNAR training modules and materials as well as its trained trainers have been shared with various international agencies (IARCs, FAO, GTZ, CTA, KIT, World Bank, universities, etc.).

Costs (in USD)

1999:	1,065,000
2000:	1,333,000
2001:	1,333,000
2002:	1,373,000
2003:	1,414,000

System linkages

Output 5: Enhancing NARS 100%

Regional breakdown

Sub-Saharan Africa	40
Latin America and the Caribbean	10
Global	50

Financing plan

DFID (UK); CIDA-CCLF. Efforts will also be made to recuperate costs through charging participant fees for courses and through sales of CD-ROM and training modules.

Annex 2: Priority Setting for Medium Term Plan 2001–2003

This annex explains how ISNAR sets priorities for the medium term and makes decisions among competing activities that arise in the course of the year. ISNAR's strategy, "When NARS retool: Strengthening agricultural research institutions to meet 21st Century challenges," identifies the strategic directions that prepare it to respond to a range of demands on its resources. Within these strategic choices, ISNAR has specified its criteria for choosing one activity over another given scarce resources.

The two types of decision are related in an interactive process of decision making that involves policy guidance from the CGIAR and ISNAR's Board of Trustees; strategic program priorities involving the Board, management, and staff; and choices among activities involving partners, stakeholders, and allies. The process is hierarchical (in that different types of decision are made at each level) and iterative (in that a two-way exchange among the levels ensures consistency). In a bottom-up fashion an activity is evaluated for scientific feasibility and then passes through technical, economic, and policy review before being approved. Policy guidelines, in a top-down way, may set goals, identify objectives, and determine budget envelopes, but the policy framework does not dictate the way the research is performed.

A general decision-making hierarchy is presented in table A.2.1, which is meant to be a generic table that could help any institute determine the nature of decisions and the responsibility for making them at different levels.

Table A.2.1 Decision-Making Hierarchy for ISNAR

Level	Nature of decision	Decision makers	Conditioning factors
Policy	<ul style="list-style-type: none"> mandate, scale, and scope of ISNAR balance among regions balance between public and private goods 	<ul style="list-style-type: none"> Board of Trustees CGIAR donors through funding mechanisms CGIAR and TAC through endorsement of ISNAR mandate 	<ul style="list-style-type: none"> NARS, regional and global fora through support for ISNAR mandate pattern of NARS demands
Strategy	<ul style="list-style-type: none"> priority to current versus future issues discipline and thematic expertise hired nature of clients served operational strategies and locations 	<ul style="list-style-type: none"> management and staff committees Board of Trustees 	<ul style="list-style-type: none"> nature of request from NARS or partners relevance to CGIAR goals and ISNAR-specific criteria for choice evolution of funding
Program implementation	<ul style="list-style-type: none"> alternative ways of addressing problem 	<ul style="list-style-type: none"> scientific staff theme coordinator institute management 	<ul style="list-style-type: none"> contribution to ISNAR goals and institutional sustainability NARS ownership and participation need for research entrepreneurship

ISNAR's activities can be put more explicitly in a logical framework leading to CGIAR goals. In any program-planning or priority-setting activity there may be multiple goals that are sought and multiple criteria that have to be applied. Inherently different types of activities need to be evaluated on appropriate criteria. The CGIAR itself has difficulty putting weights on its various undertakings and then choosing among the types of activities that contribute to the objectives of that undertaking.

Policy guidance

Policy guidance comes from the Technical Advisory Committee (TAC), individual CGIAR donors, and the recommendations of ISNAR's partners in the subregional, regional, and global fora. ISNAR has taken an active role in supporting the development of the regional fora and the Global Forum through the assignment of a senior officer to the NARS Secretariat of the Global Forum during its start-up period.

The guidance from these sources has reconfirmed ISNAR's mission, nature, and modes of operation in the following ways:

- **Mission.** The CGIAR and ISNAR's partners wish ISNAR's mission to be service to NARS and their organizations, which will provide improved knowledge, management approaches, and advisory services that are at the forefront of the policy and management disciplines focused on agricultural research.
- **Present and future needs.** Through its research, ISNAR must prepare itself to deal with the future needs of NARS as well as meeting their current needs for a research-based service. As ISNAR moves up on the capacity-building ladder, ISNAR's new partners will require support in maintaining the sharpness of their tools and the currency of their knowledge. ISNAR must allocate resources to ensuring this two-way flow with its strategic allies and partners if NARS are to continue to be served. It is an important feedback loop to ISNAR's research.
- **Enhancing NARS capacity.** To meet the breadth of NARS demand, ISNAR must move upstream on the capacity-building ladder. This means both producing the tools and developing strategic allies for their further dissemination and use.
- **Development of strategic allies.** ISNAR must enhance its impact at the NARS level by working with and through strategic allies. It cannot hope to serve all the requests that it receives.

Strategic guidance from TAC and CGIAR

A recent electronic discussion forum organized by TAC has re-examined the mission, comparative advantage, and role of the CGIAR itself. Although the discussion is not yet complete, the Executive Committee of ISNAR's Board took into account the main elements that are likely to affect ISNAR's future. It noted the following:

- The CGIAR mission to eradicate poverty and ensure sustainable food security will be reinforced. This may lead to a concentration on areas where poverty and food insecurity are the most prevalent.
- Research will increasingly be carried out in a partnership mode. While publicly funded national agricultural research institutes remain central to research with a poverty orientation, they are opening rapidly to wider collaboration with advanced research institutions, universities, NGOs, and other elements of civil society.
- The CGIAR is being challenged to become more decentralized and more regionalized to take on the poverty agenda while at the same time building on its scientific strengths.
- Appropriate policies and institutions in NARS are essential if the CGIAR system is to succeed in its goals, but discussion treats them as ancillary to the focus of the system on poverty, natural resource management, and genetic resource management.
- Donor concerns with "impact" are leading to increased "projectization," high transactions costs, and risks that Centers will follow funding outside their comparative advantage. The discussion also reminds donors that one of the reasons for the CGIAR was to minimize such pressures and facilitate the work of the centers.

The Executive Committee provided initial strategic guidance for the preparation of the MTP 2001–2003 in the light of financial difficulties. Even with a reduced program, ISNAR's priorities contribute to the overall goal of the CGIAR:

To contribute to food security and poverty eradication in developing countries through research, partnerships, capacity building and policy support, promoting sustainable agricultural development based on the environmentally sound management of natural resources.

Each CGIAR center contributes in its own way to the attainment of this goal through the following three "Purposes:"

- Purpose 1:** NARS develop improved production systems which will effectively raise productivity while conserving biodiversity, land and water.
- Purpose 2:** Performance of NARS and regional programs is improved.
- Purpose 3:** Improved policies involving CGIAR outputs are put into practice.

ISNAR makes its contribution specifically in the second and third purposes. Contributing to these purposes are five "Outputs" to which the Centers contribute in different degrees according to their comparative advantage and resources:

- Output 1:** Germplasm and germplasm improvement techniques for priority crops, livestock, trees, and fish are enhanced and made accessible to NARS and other partners.
- Output 2:** Germplasm of selected species and their wild relatives for priority crops, livestock, trees, and fish are collected and managed, and procedures for germplasm conservation are developed and made accessible to NARS and other partners.
- Output 3:** Management practices and research methodologies for sustainable production systems and for natural resource conservation and use are accessible to NARS and other partners.
- Output 4:** Improved policy analyses and techniques for policy formulation and public management are accessible to NARS, policymakers, and the development community.
- Output 5:** Knowledge and expertise for enhancing the performance of research and related institutions are accessible to relevant users.

ISNAR's impacts are primarily through Outputs 4 and 5. Although Output 3 deals with technical research, some projects contribute partially to this Output through the application of ISNAR's policy and NARS strengthening knowledge to NRM and health issues. The following indicators relating to these Outputs are of particular relevance for ISNAR:

- Output 3:** Management practices and research methodologies for sustainable production systems and for natural resource conservation are accessible to NARS and other partners.

Indicators:

- 3.1 Productivity-increasing, resource-conserving practices are accessible to NARS and other partners that have the demonstrated capacity to a) increase or sustain and stabilize productivity of agriculture, aquatic, and forestry production, b) conserve and make better use of natural resources and reduce degradation of or improve water, soil, and air quality, and c) enhance the quality of life.
- 3.2 Reduce the direct and indirect adverse effects of agriculture on the health of producers and their communities.
- 3.3 Research methodologies are developed and accessible for regional organizations and networks of NARS that enhance collaborative and participatory development of integrated management practices for agriculture, forestry, and aquatic systems.

Output 4: Improved policy analyses and techniques for policy formulation and public management are accessible to NARS, policymakers, and the development community

Indicators:

- 4.1 The effects of various policies on agricultural, forestry, and fisheries production and trade, on resource management, poverty, and income distribution, as well as on consumer behavior have been estimated and communicated to users, especially those directly engaged in policy making.
- 4.2 Policy options in well-defined circumstances, which concern the political and economic conditions necessary to achieve poverty alleviation, resource management, and sustainable food security, have been formulated and targeted for specific users.
- 4.3 Tools and techniques for improved policy analysis and public management of water, watersheds, irrigation systems, and common property are developed and made accessible to users.

Output 5: Knowledge and expertise for enhancing the performance of research and related institutions are accessible to relevant users

Indicators:

- 5.1 The understanding of the processes of research policy formulation and of institutional development has been increased through research and synthesis of experience and made accessible to users.
- 5.2 Guidelines and training materials in areas such as planning and priority setting, organizing research and working with partners, generating financial and political support from stakeholders, and monitoring progress and evaluating impact have been developed and made accessible to NARS and regional research organizations, together with strengthening their capacity to provide training and institutional development.
- 5.3 Technical and professional staff of partner organizations have received specialized training in areas where the CGIAR System has specific expertise and comparative advantage, in response to requests from NARS.
- 5.4 The integration of NARS, regional research organizations and other partners in the emerging global agricultural research system has been facilitated by supporting the negotiation of agreements and the establishment of partnerships and networks, as well as through the institutionalization of information flows.

Operational decisions within program priorities

Operational decisions must relate ISNAR's activities to their impact on NARS behavior and from these to the desired purposes of the CGIAR. These outcomes, in turn, should contribute to the goals of the CGIAR system as a whole. While NARS and CGIAR goals are generally congruent, ISNAR's mission is to help NARS become more efficient and effective in formulating and achieving their goals.

The strategy puts forward a number of criteria that relate to potential for impact, ISNAR's role as a CGIAR institution, and ISNAR's function as a research-based service. Figure A.2.1 relates key activities of the MTP to ISNAR's strategic objectives and the desired outcomes of CGIAR undertakings.

The criteria in making operational decisions include the following:

Impact criteria

- **Global relevance.** The activity meets our commitments to CGIAR goals:
 - the proportion of national population in poverty is large (poverty)
 - the nature of the environmental concern is high (protection of environment)
 - the proportion of the population at risk of food insecurity is large (food security)

- **Impact on NARS performance.** The activity has a sound link to the improvement of efficiency and effectiveness of the NARS and/or NARO.
- **Urgency of request.** The activity is urgent or the window of opportunity to help bring about change is clear.
- **Probability of success.** The commitment of partners to the activity is high, as is the willingness to undertake the activity.
- **Application domain of innovation.** The activity has a wide domain of application in terms of the size of the NARS or the level of development of the NARS.
- **Region.** The activity/service contributes to the regional balance of ISNAR's portfolio of activities.

Institutional criteria

- **Balance of skills and programs.** ISNAR is well-suited by skill and experience to carry out the activity. The activity maintains regional and programmatic balance.
- **Compatibility with niche.** The activity addresses policy or research management problems that affect large numbers of poor people at risk of food insecurity. The activities are consistent with development of new knowledge or maintenance of core competencies.
- **Collaborative ties.** The activity enhances collaborative ties with NARS and strategic allies.
- **Alternative sources of supply.** There are no alternative sources of supply that could do the job at relatively less opportunity cost.
- **Opportunity cost to ISNAR.** ISNAR resources are best put to this activity rather than another expected activity at the time when the decision is made.

Science criteria

- **Scientific base.** The service has a scientific basis; it is well grounded in theory, and it is well suited to the problem at hand.
- **Public good.** The proposed activity contributes to production of international public goods.

It is clear that these criteria allow a wide latitude in decision making, but it is not realistic to attempt to formalize them further. Depending on the circumstances, an indicator's impact on a given criterion may be either positive or negative. Consider, for example, the size of the NARS. Impact may be raised because the domain over which improvement may have impact is increased. However, the probability of success may be lowered due to the greater inertia of the system or complexity of interests that have to be dealt with. The criteria are useful considerations when used in a checklist fashion by informed people for making time-bound decisions.

In the year 2000, when decisions on program and staffing have been structural, ISNAR management has added one additional consideration to the institutional criteria: the contribution of the activity to the structural adjustment of ISNAR.

Application of priority considerations under resource constraints

The outputs of ISNAR expected from the USD10.5 million budget (MTP 2000–2002) are all high priority for one or more of ISNAR's clients or partners. In response to a lower level of resources (USD8.5 million) ISNAR has reduced the number of projects from 18 to 12 and reduced valued activities within some of the remaining projects. In doing so it has looked at indicators of the contribution that the various projects would make to the impact that ISNAR makes on NARS, the value of the project to ISNAR's viability as an institution, and the value of scientific contribution made by the project. Given the immediate nature of ISNAR's financial adjustment, management has looked at projects that maintain the institutional base and create a platform for future development.

It is worth noting the results of such considerations as they appear in the ISNAR program. ISNAR has done the following:

1. linked its work on globalization and poverty by focusing on the impact of globalization on the poor and the implications for research priorities (project 1)

2. made collection of new science and technology indicators subject to new funding from donors
3. ensured that the research base for institutional development services is maintained through projects on governance (project 4), institutional innovation (project 5), and NARS strengthening (project 13). A project on public-private sector partnerships (project 3) is pending with donors.
4. strengthened specialized support to NARS in key areas such as biotechnology (project 7) and managing institutional change (project 5)
5. reduced its activities in areas where it does not have a comparative advantage (e.g., participatory work under project 9) and has suspended special efforts to create a special capacity for work in Central Asia and the Caucasus (project 14)
6. completed certain projects (projects 11 and 10) that have successfully developed tools and where the task is moving to implementation as part of ISNAR's regular NARS strengthening (project 13), dissemination (project 16), and training activities (project 18)
7. initiated new activities in information on gender relations (project 12) and refocused its work on agricultural research and the environment on the most pressing health problem in Africa—the impact of HIV/AIDS (project 9)
8. proposed the development of a handbook of fundamental knowledge for agricultural research managers. This will maintain core competencies of ISNAR (projects 10-12) while capturing and disseminating the core knowledge that is available from years of research and experience (project 16).

The activities remaining in the basic program focus a reduced budget on institutions and how they change while ensuring that the accumulated knowledge of the ISNAR is accessible to NARS. Institutions matter.

Relevant CG-Center Outputs (CGIAR Logframe)

Management practices and research methodologies for sustainable production systems and NRM are accessible to NARS and other partners

Improved policy analyses and techniques for policy formulation and public management are accessible to NARS, policymakers, and the development community

Knowledge and expertise for enhancing the performance of research and related institutions are accessible to relevant users

ISNAR Strategic Objectives

**Expanding global knowledge on
agricultural research policy, organization,
and management**

Enhancing the capacity of NARS and NAROs to respond effectively to their clients' needs and emerging challenges

Improving access to knowledge on policy, organization, and management

Indicators of Expected Impact

IMPACT CRITERIA		INSTITUTIONAL CRITERIA				SCIENCE CRITERIA	
Global relevance	Impact on NARS Effectiveness	ISNAR balance of skills	Compatibility with niche	Collaborative ties	Alternative sources of supply	ISNAR Adjustment	Opportunity cost to ISNAR
	Urgency of requests	Probability of success	Application domain of innovation	Region			International public good
							Scientific basis for service

Project Profiles

Basic Program

[illegible]

Discontinued

[illegible]